









## THIRD WORLD AID DILEMMA

## U.S. puts stress on boosting trade

BY DAVID BUCHAN IN WASHINGTON

THE U.S. can best help the Third World by keeping its markets open to labour-intensive products from developing countries, instead of giving aid, according to Mr David Stockman, the Reagan Budget director.

The Administration's decision to let issue on June 30 its four-year-old, negotiated, import ceilings on shoe imports from Taiwan and South Korea was intended to be a signal of this policy, he said.

The Third World's export potential to the U.S. far outweighs the "relatively modest" capital flows from developed

countries, both in official Government aid and commercial bank credit. The conservative-minded budget director made clear he would use his influence to make the U.S. Government aid contribution more modest still.

Speaking to reporters last week, Mr Stockman was publicising his "better-trade-than-aid" outlook for the first time since he lost an Administration battle in January to cut U.S. official aid to institutions like the World Bank by half. But Mr Stockman, who wields more influence than ever because of his U.S. budget victories on

Capitol Hill, made obvious his enthusiasm for paring U.S. foreign aid was undimmed.

Saying the U.S. would stick to its international commitments such as its \$3.2bn contribution to the World Bank's soft loan fund, the cabinet officer warned that the Reagan Administration will "take a hard look" at any further U.S. replenishment of multinational soft loan funds.

He also believed that rich countries like the U.S. could get away with backing institutions like the World Bank by means of "callable" rather than "paid-in" capital contributions. Agencies like the World Bank

had sufficient standing to raise commercial money, with industrialised countries just standing by.

Officials at the World Bank, headed since July 1 by Mr. A. W. Clausen, formerly of Bank of America, have repeatedly sought to point out the U.S. self-interest in the agency's operations — one-third of all U.S. exports go to the Third World, U.S. companies win nearly one-fifth of all World Bank project contracts, and so on. But with the Reagan Administration, these arguments have fallen on deaf ears than ever.

## Zimbabwe Rail deal for GEC

By Our World Trade Staff

CONTRACTS worth nearly \$13m for improvements for the Zimbabwe National Railways have been won by two British companies.

GEC Telecommunications announced it has secured an \$8.5m contract to supply a 300 kilometre communications system for the railway. The system will run from Salisbury to Dabuka in the south-central part of the country. The system is part of an overall railway electrification project being carried out by a group of British companies.

Westinghouse Brake and Signal Company, part of the Hawker Siddeley Group, will supply over \$4m in signalling equipment to the electrification project. The company said the equipment will be used for the first phase of the electrification programme.

## Dutch housing order

The Ballast-Nedam Groep has received a F1 1bn (£190m) order from the Saudi Arabian Government for the construction of houses and infrastructure. Reuter reports from Amsterdam. The order is an extension of an earlier contract for the building of towns in Riyadh, Dhahran, Taif and Khamis, projects which Ballast-Nedam started in 1975. Amsterdam-Rotterdam Bank will lead a bank consortium for a guarantee facility for the new order.

## Washington moves to soothe foreign fear on anti-trust law

BY PAUL CHEESBRIGHT IN CANBERRA

THE U.S. has acted to ease friction with its allies over the application of its anti-trust laws outside its borders.

Senator Peter Durack, the Australian Attorney General, has been invited to Washington for talks in November with his American counterpart Mr William French Smith.

This will provide an opportunity for Australia and the U.S. to resume negotiations about an agreement to set up a mechanism for giving early warning of possible U.S. anti-trust investigations involving Australian companies.

When first mooted last year such an agreement was considered a model which could be applied by the U.S. to other countries, but the Australian Government is still awaiting a draft treaty first promised by the Carter Administration.

The decision to resume the talks about the application of U.S. anti-trust laws emerged from talks Mr Malcolm Fraser, the Australian Prime Minister, had late last month in Washington.

It indicates the apparent desire of the Reagan Administration to soften the antagonism caused by the U.S. judicial doctrine that any action outside the U.S. affecting U.S. commerce is subject to the jurisdiction of the U.S. courts.

Such a doctrine, considered to impinge on the sovereignty of other nations, has been bitterly contested not only by Australia but also by the UK and EEC countries and by Canada and Commonwealth countries.

It has resulted in a spread of legislation like the UK protection of Trading Interests Act designed to prevent enforcement of U.S. court anti-trust judgments.

Senator Durack has just introduced in the Australian Parliament a new Bill providing a means for Australians penalised in foreign anti-trust judgments to recover in Australia all they have lost in penalties abroad. Recovery

would come from the Australian assets of the foreign company winning the case.

Australian anger about U.S. claims to exercise jurisdiction abroad has been heightened by a case brought in a Pittsburgh, Pennsylvania, court by the Conservation Council of Western Australia. This seeks to prevent Alcoa and Reynolds Metals, two U.S. groups, from mining bauxite in the state.

Both the defendants and the Australian Government have told the court it has no jurisdiction to hear the case. The judge will decide whether to dismiss the action, because it concerns Western Australia and not the U.S., during the next few days.

But Australia's officials have drawn some comfort from a speech last week by Mr French Smith who said that the U.S. Justice Department is studying the application abroad of U.S. anti-trust laws. And President Reagan conceded to Mr Fraser that U.S. anti-trust laws have some "rough edges."

## Inflation seen eroding benefits of credit

BY BEN KESINDARIA IN GENEVA

Commercial credits to developing countries should reach about \$74bn in 1990 but in real terms after adjustment for inflation the figure will represent less than the \$45bn received by them in 1980.

The stagnation in real terms of lending to these countries, especially the poorest among them, will be because of continuing inflation among banks about the worthlessness of money borrowed

nations with worsening balance of payments problems, political instability and problems of debt management.

Mrs Shirley Boskey, a director at the World Bank, told the UN Economic and Social Council (Ecosoc) in Geneva that, to achieve economic growth rates averaging about 2 per cent a year, developing countries must receive commercial loans totalling at least

\$117bn by 1990. Lending would, therefore, have to increase 10 per cent yearly. Such lending grew 20 per cent a year in the 1970s, from \$7bn in 1970 to \$45bn in 1980.

Official aid would have to reach \$66bn, including \$51bn from industrialised countries and \$15bn from oil exporters. Ecosoc is the UN body which oversees activities of all UN technical agencies.

A slowdown in lending

would further erode economic recovery. A year ago the World Bank estimated that industrialised economies would grow at up to 3.5 per cent a year, but it has since scaled down the forecast to 3.1 per cent a year. The poorest developing countries could grow at as little as 0.7 per cent a year while the wealthier ones might manage annual rates of only 2.1 per cent.

## ODI warns on electronics imports controls

BY JASON CRISP

EUROPEAN countries are warned against trying to defend their electronics industries through trade controls in a report published today by the Overseas Development Institute in London.

It notes that Britain, along with many other advanced countries, is squeezed on one hand by Japan and the U.S. which lead in electronics technology, and on the other by low labour costs of electronics assembly work in the Far East.

The report says there should be a "positive adjustment" to international competition such as by adapting and upgrading products.

But it warns of Government thinking which interprets such adjustments to mean investment supported by trade protection, so that existing pro-

ducts can be made more capital intensive and less vulnerable to incursions by exporters with low labour costs.

The report says there is likely to be a permanent subsidisation and protection of an industry which is no longer competitive. "If governments are to intervene there seems more future in actively promoting or subsidising new rather than established products, as appears to happen, for example, in Japan."

The report, which examined how the British electronics industry has fared in the face of competition from newly industrialised countries (NICs), warns of the dangers of just following U.S. and Japanese innovation.

West European countries it describes as "early tech-

nological followers" with their main innovations being made elsewhere in the U.S. and Japan. These countries enjoy a period of growth in home markets of the early followers before the developing countries, the late followers, catch up.

It warns that the shortening gap between innovation and the wide dispersal of technology raises questions about the viability, let alone the stability, of such a form of specialisation. But it adds that in practice governments of advanced countries have also intervened to promote new products and to resist the loss of production to less technically sophisticated countries with low wage costs.

The report also questions the ability of poor and more highly populated countries to follow in the footsteps of the fast

growing, newly industrialised countries.

"There are possibilities for Asian and African countries trying to reproduce the history of Far Eastern NICs in this (electronics) sector. But the expectations of many of their governments may be quite excessive."

It also doubts just how far even the most sophisticated NICs can develop into the more technologically independent, higher value added production to which they aspire.

\*British Electronics and Competition with Newly Industrialising Countries. By Vincent Cable and Jeremy Clarke. The Overseas Development Institute, July 6, 1981; 10-11, Percy Street, London W1P 0JB; 125 pages; £2.50.

## World Economic Indicators

	TRADE STATISTICS			
	May '81	Apr. '81	Mar. '81	May '80
France Ffr bn	Exports 47,010	48,478	45,205	38,328
	Imports 50,357	50,654	48,811	45,558
	Balance -3,347	-2,176	-3,606	-7,230
W. Germany DMbn	Exports 33.6	33.8	30.2	31.3
	Imports 30.3	33.9	29.3	29.3
	Balance +3.3	-0.1	+0.9	+2.0
Japan Yen	Exports 12,610	12,727	11,902	9,881
	Imports 11,100	11,616	10,522	10,372
	Balance +1,510	+2,111	+1,380	-0,491
U.S.A. \$bn	Exports 19,82	21.48	19.76	18.57
	Imports 22.28	21.58	21.9	19.77
	Balance -2.46	-0.45	-2.16	-1.20
Italy Lire bn	Exports 7,265	5,250	5,921	5,411
	Imports 9,387	7,114	7,454	6,921
	Balance -2,122	-1,864	-1,533	-1,510
Belgium Bfrbn	Exports 142,580	142,267	148,626	155,700
	Imports 174,177	180,587	186,028	181,746
	Balance -31,597	-38,320	-37,402	-26,046

## SHIPPING REPORT

## Outlook grim as tanker rates continue to slide

BY OUR SHIPPING CORRESPONDENT

TANKER chartering rates slid even further last week and the prospect of any improvement for shipowners looks as remote as ever in the present oil glut. There could be around 60 large tankers available to take any new business from the Arabian Gulf between now and the end of July, according to Calbraith Wrightson in its weekly tanker market report.

One major U.S. oil group took a 250,000 dwt vessel for the Arabian Gulf to Mediterranean route at Worldscale 23, based on the old rate, not the im-

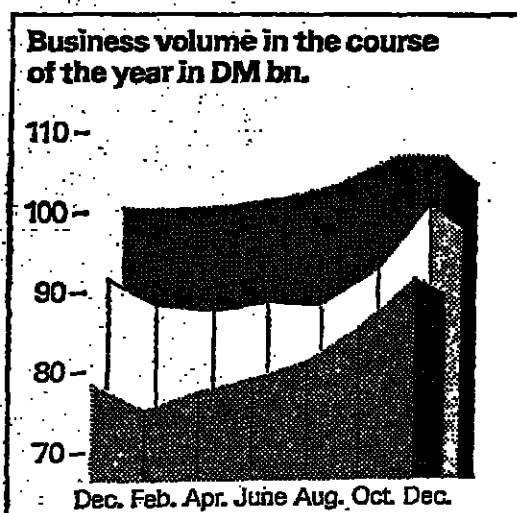
proved Worldscale levels which came into effect at the start of this month.

As a result of the extreme slackness in the tanker market, scrapping and lay-ups have continued. By the middle of this year, over 7.2m dwt of tanker and combination carrier tonnage had been scrapped compared with 8.6m dwt for the whole of last year, latest figures from Howard Houlder showed.

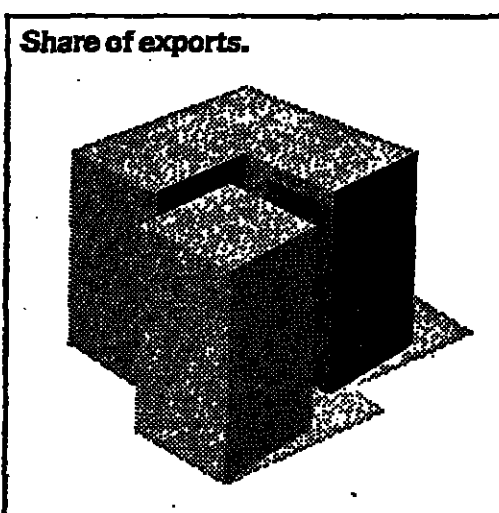
The amount of tonnage either laid-up, idle or being repaired was almost 16.4m dwt.

## 1980. A Year's Work.

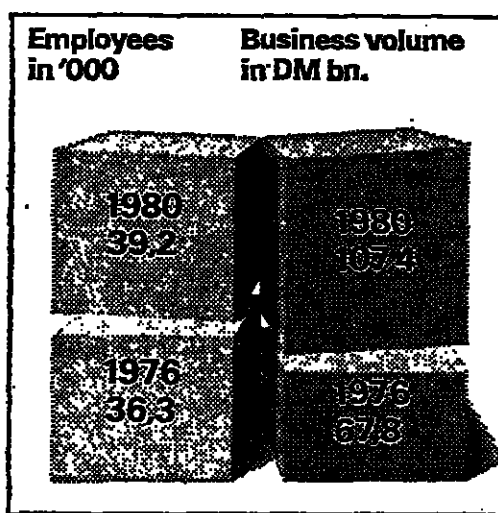
## Deutsche Bank



Development of business volume  
■ 1978 □ 1979 ■ 1980



One quarter of the exports of the Federal Republic of Germany in 1980 was settled by Deutsche Bank.



Strong rise in business volume by almost 60% accomplished with small increase in number of staff.

## Risk-awareness shapes growth and earnings.

In 1980, Deutsche Bank's business volume rose by 6.4% to DM 107.4 bn. Group business volume increased by 10.9% to DM 178.1 bn.

For the bank, 1980 was a satisfactory year. With a continuing restrictive policy on the part of the Bundesbank, our business policy was one of limited expansion of volume. Our good operating result enabled us to make particularly comprehensive provision for risk. Above and beyond that, we were in a position to pay a higher dividend out of the remaining overall result.

The scope provided by the capital increase in autumn 1979 was used to expand our credit volume. In our deposits business, we endeavoured to further strengthen our refinancing structure.

After the allocation of DM 120 m. from undisclosed taxed reserves, the bank has capital and reserves totalling DM 4.4 bn.

With the capital increase in April

1981, a further DM 472 m. was allocated to capital and reserves.

## Success of our foreign organization.

Our foreign organization made a greater contribution to the bank's positive result in 1980. Special importance here attached to the growth at our foreign branches, above all in New York, Madrid and Milan. The balance sheet total of all our foreign branches together increased by 31%; their credit volume expanded by 45%. Here, business with local customers in the respective national currency was particularly strengthened. At the beginning of December 1980, our worldwide network was supplemented by the foundation of Deutsche Bank (Suisse) S.A., Geneva. The new bank will engage in investment business as a specialized institution, devoting particular attention to international private customers.

At the end of 1980, we had a total of twelve foreign branches and six wholly-owned subsidiaries abroad. Together with our associated companies and trade investments as well as our representative offices, we had a total of 88 bases in 53 countries. Over and above that, we have over 4,000 correspondent banks in all parts of the world.

## Growth at our subsidiaries abroad.

In the business year which closed at the end of September 1980, Deutsche Bank Compagnie Financière Luxembourg participated as lead manager, manager or co-manager in 38 international syndicated credits for the equivalent of DM 12 bn. (previous year: 31 credits with a volume of DM 11 bn.).

Deutsche Bank (Asia Credit) Ltd., Singapore, strengthened its market position in its second business year. At the end of the year, its balance sheet volume reached the

equivalent of DM 1.7 bn.

Atlantic Capital Corporation (ACC), our investment banking affiliate in New York, increased its order business and trading turnover strongly in 1980. Here, the company profited from increased interest, above all on the part of German customers, in American securities. Besides this, it was able to strengthen its position in the underwriting of new issues; in 1980, it participated in 377 share and bond issue transactions.

## 128 Eurobond issues floated.

In international new issue business, we managed or co-managed 128 Eurobond issues (previous year: 101). The biggest single transactions under our lead-management were a DM 700 m. bond issue for the World Bank and a DM 400 m. bond issue in two tranches for Australia.

On the other hand, we exercised restraint in Eurocredit business. In the interest of our export clientele,

the bank was available without restriction for foreign trade financing; the settlement of foreign payment business continues to be one of the pillars of the bank's international business.

## High investment in company training activities.

Last year's achievements were accomplished with an almost unchanged number of employees. 39,242 members of staff played their part in the good result. Our team was strengthened above all in customer counselling and customer service at home and abroad. We invested DM 78 m. in basic and further vocational training. This figure represents our expenses for 3,908 apprentices and for the development of 20,300 employees in 1,033 internal seminars.



## UK NEWS

# British Steel to announce loss exceeding £600m

BY ALAN PIKE

THE BRITISH STEEL Corporation will set another negative record this week and announce losses for the last financial year of more than £600m.

Results for the year ended in March, due to be published tomorrow, will be worse than the 1979-80 record loss of £545m. BSC executives have calculated unofficially that this year's loss will be about £660m.

This annual report is the first to be presented by Mr Ian MacGregor, who became chairman a year ago. He will draw some comfort from the fact that there has been a sharp reduction in the corporation's rate of loss in recent months.

Mr MacGregor and his colleagues are anxious to stress,

however, that much remains to be done if BSC is to be restored to viability. Later this month, Mr MacGregor will meet Sir Keith Joseph, the Industry Secretary, to review progress on new issues. One of the other issues is the review of steelworkers that the review may lead to still further job losses on top of some 70,000 redundancies in BSC in the past 18 months.

Mr MacGregor does not intend to make final decisions on any adjustments to the plan which may be found necessary until he receives the detailed results on BSC's performance in the first quarter of the pre-loss financial year. These will

not be available until later this month.

BSC announced yesterday an investment of about £18m to increase continuous casting facilities at Scunthorpe, the first major investment of Mr MacGregor's chairmanship. Continuous casting, as well as being more cost-effective, enables steel manufacturers to give customers better-quality guarantees.

The Scunthorpe workforce has recently been breaking iron-making records on the plant's elderly blastfurnaces, while employees in other works, like Llanwern and Port Talbot, have shown a remarkable willingness to abandon old working practices.

## Grocery prices index up again

BY DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

FINANCIAL TIMES SHOPPING BASKET, JUNE 1981		
	June	May
Dairy produce	477.95	476.52
Sugar, tea, coffee and soft drinks	209.05	210.50
Bread, flour and cereals	313.06	309.09
Preserves and dry groceries	114.13	112.53
Sauces and pickles	53.69	54.25
Canned goods	195.92	193.11
Frozen foods	241.04	237.73
Meat, bacon, etc. (fresh)	580.17	576.55
Fruit and vegetables	292.61	285.28
Non-foods	243.38	242.49
<b>TOTAL</b>	<b>2,920.91</b>	<b>2,898.04</b>

1980: January 120.47; February 122.32; March 124.18; April 125.94; May 128.79; June 128.53; July 129.04; August 128.41; September 127.41; October 126.84; November 127.77; December 129.38

1981: January 130.96; February 131.75; March 132.75; April 134.93; May 136.30; June 137.37.

THE FINANCIAL TIMES grocery prices index rose in June for the ninth month in succession. The index stood at 137.37, a rise of 1.07 on May.

The increase in the cost of the shopping basket on which the index is based was mainly caused by a marginal rise in prices in most sectors.

This has been the trend for much of the past nine months, with no area outstripping any other. In June, the main increase came from higher fresh fruit and vegetable prices—up by 2.5 percentage points—but all sectors rose slightly.

The index is based on data collected by 25 shoppers, who monitor a list of more than 100 items each month in the same shops. The shops range from village grocers to supermarkets.

The index is a guide only and should not be taken as an absolute indicator of food prices. These can vary considerably according to shop type and location.

In the grocery market, it appears that food sales have maintained their volume in recent weeks although the sector is facing what is normally one of its "dull" trading periods.

Mainstay, the supermarket operation of BAT Stores, reports that sales have increased substantially in recent weeks in comparison with the same period last year.

Mainstay has noticed a trend in particular towards more fresh foods.

The FT grocery prices index is copyright and may not be reproduced or used in any way without consent. All inquiries should be made to Lucinda Wetherall at the Financial Times.

## Observer editor attacks basis of Lonrho takeover

BY ALAN PIKE

THE MONOPOLIES and Mergers Commission's basis for approving Lonrho's takeover of The Observer was strongly attacked by Mr Donald Treford, the editor, in yesterday's issue of the newspaper.

Last week the commission recommended that the sale to Lonrho by Atlantic Richfield, the American energy group, should be allowed to go ahead subject to a series of conditions, including the appointment of at least six independent directors to the

Observer board. The commission's report has been accepted by Mr John Biffen, Trade Secretary.

In his editorial Mr Treford described the commission's recommendations as "illiberal, unworkable and unacceptable," and said he and his journalists would not accept the "shoddy" report. He accused the commission of reaching conclusions which did not flow from the evidence in a report which contained no serious analysis of the central issues involved.

"It dodges all the awkward questions. It takes all the easy options. It lacks intellectual rigour or a convincing urge for the truth. It allows obvious inconsistencies to go unchecked. It rests its final conclusion on a concept of independent directors which has never been tested. Mr Treford said he and his journalists could not settle for such a specious solution. The newspaper's readers needed to be reassured that they would continue to read the honest opinion of free

men and women. "They should not be reassured by what is proposed so far. There must be a better way."

National Union of Journalists' representatives on the newspaper last week saw Mr Biffen and demanded the imposition of written conditions including the election of two journalists to the board and proper consultation over the independent directors.

Mr Treford's message was lost on many of The Observer's regular readers. Later editions of the news-

paper were not produced because of a dispute involving members of the National Society of Operative Printers, Graphical and Media Personnel (Natsope).

The company considers the men, who work in the machine room, to be on unofficial strike over pay differentials while the Natsope members claim they were locked out. The company is likely to announce this week that it will not resume publication unless it receives guarantees of uninterrupted production.

## Hope of London seat for Mrs. Williams

BY OUR LOBBY CORRESPONDENT

MRS SHIRLEY WILLIAMS could have an opportunity to fight a by-election this autumn.

Mr Bob Mellish, the veteran Labour MP for Bermondsey, South London, said yesterday that he would resign in the autumn if he found that his new job as vice-chairman of the Docklands Development Corporation interfered too much with his duties as an MP.

Bermondsey is a safe Labour seat and in many ways would seem unsuited to the Social Democrats. But it has a large Catholic population which could marginally improve the chances of Mrs Williams, herself a Catholic, if she decided to take the gamble.

Mr Mellish, an old-fashioned right winger, has been increasingly at odds with his constituency party, which has been moving steadily to the left. At

one point, before Mrs Williams finally left the Labour Party, it looked as if he might step down to create a by-election for her.

Despite agreeing to take on the job of vice-chairman of the Docklands Development Corporation, he has until now declined to give any firm indication of whether he intends staying on at Westminster.

Yesterday he said he wanted to see how the job worked out. "If it works out that it will take up too much of my time to do my MP's job reasonably well, I will push up from Parliament."

Mr Mellish, MP for Bermondsey for the past 35 years, has always stressed that he had no intention of joining the SDP. But if he resigned it would give Mrs Williams the chance she has said she would like to fight a by-election in the autumn.

## Foot promises tax cuts and higher spending

BY ROBIN REEVES, WELSH CORRESPONDENT

THE OUTLINES of a big reflationary policy by the Labour Government on assuming office were spelled out at the weekend by Mr Michael Foot, the Opposition leader.

Mr Foot told an unemployment rally in Cardiff that the "stilles and widestest story needed by the Tories" was that there was no alternative to their policies.

As soon as it got the chance, the Labour Government would: ● cut income tax for "the mass of working people"—at least so as to restore the real value of personal allowances; ● reduce "burdensome" indirect taxes, particularly the National Insurance surcharge and heavy oil duty; ● reduce Minimum Lending Rate; ● increase public expenditure on "essential social and com-

munity services"; ● encourage major infrastructure modernisation programmes in the nationalised industries and public services.

Mr Foot conceded that the programme would result in an increase in the Public Sector Borrowing Requirement but, like any company or organisation, it was necessary to borrow in order to grow, he said. He believed that much of the cost would be offset by the resulting growth in the economy.

Mr Foot admitted the programme would probably cause the pound to fall, but said this would stimulate further the economy by improving the competitiveness of exports and sales of manufacturing in domestic markets.

The rally was attended by about 12,000 Labour supporters from all over Britain.

## Stock Exchange turnover in June

### Trade increases in all sectors

BY GEOFFREY FOSTER

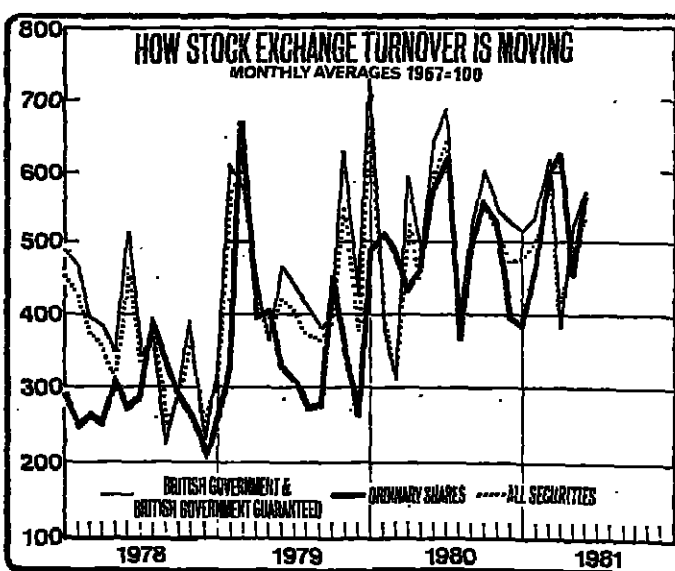
HELPED BY the fact that there were three more trading days last month compared with May, Stock Exchange turnover was higher in all sectors. Total turnover in June was £17.4bn, up by £1.79bn or 11.5 per cent.

The Financial Times turnover index for all securities rose from the May level of 478.4 to 533.2 and the 1980 monthly average was 501.2.

Currency uncertainties and revived fears about the short-term outlook for interest rates restrained business in gilts, but dealings in the funds over the month rose by £1.3bn to £13.4bn, of which shorts accounted for £8.72bn.

The number of bargains in gilts increased by 5,191 to 74,201 with deals in shorts 1,822 higher at 22,816. Deals in long and irredeemables rose 2,969 to 51,285. The FT turnover index for government securities rose to 568.3 from the May level of 520.5 and compares with the 1980 monthly average of 535.0. Equity turnover rose £600m to £3.16bn and the number of bargains improved by 38,316 to 344,839. The average value per equity bargain was £9.163 compared with £8.239 in May. The FT turnover index for ordinary shares moved up to 563.8 last month compared with May's 450.6, while April's index was 524.1.

Composite insurances were



Category	Value of all purchases & sales £m	% of total	Number of bargains	% of total	Average value per day £m	Average value per bargain £	Average number of bargains per day
British Government and British Government Guaranteed	6,719.3	38.5	22,916	5.1	305.4	293,216	1,042
Short-dated (having five years or less to run)	6,707.1	38.5	51,285	11.3	304.9	130,780	2,331
Others							
Irish Government	210.5	1.2	2,133	0.5	9.6	96,687	97
Short-dated (having five years or less to run)	111.9	0.7	2,377	0.5	5.1	47,085	108
Others							
U.K. Local Authority	336.6	1.9	4,304	0.9	15.3	78,197	196
Overseas Government							
Provincial and Municipal	31.1	0.2	931	0.2	1.4	33,447	42
Fixed Interest Stock							
Preference and Preferred							
Ordinary Shares	125.3	0.7	24,515	5.4	5.7	5,113	1,114
<b>TOTAL (Categories 1-7)</b>	<b>14,241.9</b>	<b>81.8</b>	<b>108,461</b>	<b>23.9</b>	<b>647.3</b>	<b>131,369</b>	<b>4,930</b>
Ordinary Shares	3,159.8	18.2	344,839	76.1	143.6	9,163	15,675
<b>TOTAL (Categories 1-8)</b>	<b>17,401.6</b>	<b>100.0</b>	<b>453,300</b>	<b>100.0</b>	<b>*791.0</b>	<b>*38,389</b>	<b>*20,605</b>

\* Average of all securities

## Call to restructure EEC Budget

By Guy de Jonquieres

THE CONFEDERATION of British Industry has called on the Government to make the restructuring of the Community Budget its top priority during Britain's six-month presidency of the EEC Council of Ministers, which began last week.

The CBI said in a paper submitted to Lord Carrington, the Foreign Secretary, that it was essential to review the Common Agricultural Policy and to release more EEC funds for spending which would benefit industry.

The Community's resources should flow from richer to poorer countries, and more money should be channelled to industry through the EEC Regional and Social Funds.

The ceiling on the EEC budget should not be raised until these reforms had been made.

The CBI also called for co-ordinated actions by EEC governments towards trade with and investment from Japan. It called for measures to make Japan balance its trade with the Community and the establishment of an early warning system to detect the excessive build-up of new types of imports.

Internally, the EEC should press ahead with efforts to strengthen the Common Market by removing technical barriers to trade and liberalising services, such as insurance.

## Northern councils plan to oppose Stansted

BY RHYTH DAVID

THE MAIN local authorities throughout the north of England are to form a common front to oppose plans by the British Airports Authority to develop a third London airport at Stansted in Essex.

A joint case listing the region's objections now seems likely to be presented to the public inquiry into the scheme in September. A major campaign by northern MPs is to be mounted in Parliament, with the first efforts likely this week to secure a meeting with Mr Heseltine, Environment Secretary.

The decision to oppose Stansted was taken at a meeting in Manchester, organised by Manchester International Airport Authority and attended by MPs and representatives from northern local authorities, chambers of commerce, and regional airports.

This passed a resolution calling for investment in regional airports to be accorded national planning priorities in preference to Stansted and deploring the public investment "bias" in favour of the South-East over several decades.

The main fear is that Stansted's development — the first stage of which is expected to cost £500m and bring capacity up to 15m passengers — will pre-empt a further large chunk of public expenditure at a time when the South-East will already be enjoying the benefit

of other big capital projects such as the Channel Tunnel, British Rail's cross-London link and the M25 London orbital road.

As a result, it is claimed, although the Government is on paper committed to the development of regional air services, in practice it might be unwilling to make available the loan sanctions required for the development of northern regional airports such as Manchester, Newcastle, Leeds and Liverpool.

According to the northern lobby, if a decision is made to go ahead with Stansted, it will accentuate the growing disparity in wealth between north and south and simply stimulate urbanisation in the South-East and encourage the creation of "two nations".

This overall economic argument, apart, it is also being claimed that Stansted's development on the scale envisaged is excessive, and will itself influence the pattern of demand for air services in Britain for possibly the next 40 years.

Airlines which have to split their services between Stansted and London Heathrow will be unwilling for cost reasons, it is argued, to develop a third base offering international services at Manchester—an airport given international gateway status by the Government in its White Paper on airport policy two years ago.

## BUSINESSMAN'S DIARY

### UK TRADE FAIRS AND EXHIBITIONS

July 15-Aug. 1	The Royal Tournament (01-371 5141)	Earls Court
July 15-17	The London Cleaning and Maintenance Exhibition (01-446 2411)	Wembley Conference Centre
July 19-23	Autumn '81 Lightfair (0852 887153)	Olympia
July 23-25	21st Harrogate Gift Fair (0852 887153)	Harrogate
Aug. 31-31	Motorcycle Show—BIKE '81 (01-385 1200)	Earls Court
Aug. 23-26	International Craft and Hobby Fair (04252 72711)	Wembley Conference Centre
Aug. 23-28	Solar World Forum—International Energy Society Congress and Exhibition (01-483 6601)	Brighton Centre
Sept. 3-5	Business and Light Aviation Show (01-643 8040)	Cranfield Airfield
Sept. 6-10	Watch, Jewellery and Silver Trades Fair (01-643 8040)	Earls Court
Sept. 8-10	Laboratory '81 Exhibition (0799 22612)	Grosvenor House, W1
Sept. 15-18	Offshore Europe '81 Exhibition and Conference (01-549 5831)	Aberdeen

### OVERSEAS TRADE FAIRS AND EXHIBITIONS

July 7-11	International Oil and Gas Exposition (01-637 8575)	Mexico City
July 8-12	International Audio-Visual Equipment Exhibition (021-705 6707)	Singapore
Aug. 24-28	International Public Works and Municipal Services Exhibition—CIVICON (01-486 1361)	Johannesburg
Aug. 25-Sept. 2	International Exhibition of Agriculture, Machinery and Produce (01-486 1851)	Mexico
Aug. 28-Sept. 6	International Fair of Consumer Goods (01-874 6034)	Stockholm
Aug. 29-Sept. 2	International Fair (01-734 0543)	Frankfurt
Sept. 4-13	International Radio and TV Exhibition (01-540 1101)	Berlin
Sept. 5-8	International Exhibition of Sports Goods and Outdoor Activities (01-438 5954)	Paris
Sept. 9-12	Electronic Packaging Exhibition—INTERPECON (01-390 0281)	Taipei
Sept. 11-20	International Autumn Fair (01-486 1951)	Zagreb
Sept. 14-18	SE Asian Production Machinery and Engineering Equipment Exhibition (01-486 1951)	Singapore

### BUSINESS AND MANAGEMENT CONFERENCES

July 6-10	IPM: The Work of the Personnel Department (01-387 2844)	Embassy Hotel, W2
July 7	Hille International: Office Facility Planning Seminar (01-590 2080)	London Business School
July 8	Parliamentary Information Technology Committee: Education, Training and Information Technology Seminar (01-236 3011)	London, SW1
July 9	New Opportunity Press: The Secrets of the Milkround (01-444 7281)	Queens Hotel, Leeds
July 12-17	Cranfield School of Management: Marketing of Financial Services (0234 751123)	Bedford
July 12-17	Institute of Bankers/Advertising Staff College, Henley: Business Strategies for the 1980s (01-623 3531)	Henley
July 13-14	The British Computer Society: British National Conference on Databases (01-637 0471)	Jesus College, Cambridge
July 14	Oyez-IBC: Management of Inshore/Offshore Diving Operations (01-242 2481)	Sudbury Conference Theatre, ECI
July 14	The Henley Centre for Forecasting: Agents of Social change and their impact (01-353 9961)	Tudor Street, EC4
July 14	LCPI: Focus on Italy (01-248 4444)	Cannon Street, EC4
July 15	Liaison Committee for the Cleaning Industry: The Bubbles and the Politics (01-407 2204)	Wembley Conference Centre
July 15	Offshore Suppliers Information Centre: British National Oil Corporation Vendors Forum (01-439 9021)	Glasgow
July 16	Institute of Credit Management: Minis, Micros and Credit Management (0890 23711)	Cumberland Hotel, W1
July 16-17	Brunel Institute: Developing Women (0895 56461)	Uxbridge
July 17-Aug. 2	Investment Seminars International: Offshore investment seminar on international portfolio strategies and techniques (01-839 2922)	Grosvenor House Hotel, London
July 23-24	University of Bradford: The causes and symptoms of company failure (Bradford 423595)	Heaton Mount, Bradford
Aug. 6-7	AMR International: Executive Project Management (01-282 2732)	Glenside Hotel, Perthshire
Aug. 19	Institute of Credit Management: Credit Clerks Training Day (0890 23711)	Kensington Palace Hotel, W8
Aug. 25	Management Training Consultants: Modular Approach to Supervisory Training (0533 27062)	Aberdeen
Sept. 3	Citizens' Rights Office: Income Maintenance and the Personnel Officer's Job (01-405 5942)	Corra Hotel, WC1
Sept. 7	British Computer Society: Query Languages for the End User (01-637 0471)	Mount Royal Hotel
Sept. 10-13	Institute of Local Government Administrators: Employment—The Local Government Response (0266 45212)	Birmingham
Sept. 13-26	Seatrade Academy: Anatomy of Shipping (0223 353451)	Cambridge
Sept. 17	Freight Transport Association: National Conference: Efficiency in the '80s (0892 26121)	Wembley Conference Centre
Sept. 17-18	The Economist: International Oil Supplies and Stockpiling Conference (01-839 7000)	Hamburg

Anyone wishing to attend any of the above events is advised to telephone the organisers to ensure that there has been no change in the details published.

**FREE STATE DEVELOPMENT AND INVESTMENT CORPORATION LIMITED**  
(Incorporated in the Republic of South Africa)

**PRELIMINARY REPORT, BALANCE SHEET AND NOTICE OF FINAL DIVIDEND**  
**INCOME STATEMENT**  
(Unaudited)

	Year ended 30.6.1981	Year ended 30.6.1980
Income from listed investments	3,439	1,630
Share of mining profits	638	172
Other income	50	24
	<b>4,127</b>	<b>1,826</b>
Less:		
Administration expenses	74	68
Net normal income for the year	<b>4,053</b>	<b>1,758</b>
Add:		
Net profit on realisation of investments less provision for possible loss (1980: after reversing provisions)	3	37
Profit before taxation	<b>4,056</b>	<b>1,795</b>
Less: Taxation	422	85
Profit after taxation	<b>3,634</b>	<b>1,710</b>
Less:	<b>1,725</b>	<b>1,270</b>
Interim dividend No. 17 of 15 cents per share (1980: 10 cents)	<b>545</b>	<b>363</b>
Final dividend No. 18 of 32.5 cents per share (1980: 25 cents)	<b>1,180</b>	<b>907</b>
Add:	<b>1,908</b>	<b>440</b>
Retained profit brought forward	<b>3,861</b>	<b>3,421</b>
Retained profit at 30th June	<b>5,770</b>	<b>3,861</b>

**NOTE:** R1,275m of the increase in income from investments is attributable to the payment of an abnormal dividend by Tavistock Collieries Limited in terms of a scheme of arrangement by which Johannesburg Consolidated Investment Company, Limited acquired the minority shareholdings in Tavistock.

**BALANCE SHEET**  
(Unaudited)

	At 30.6.1981	At 30.6.1980
<b>NET ASSETS:</b>		
Listed investments:		
At cost less provisions	5,942	5,668
Unlisted investments and mineral and participation rights	1	1
	<b>5,943</b>	<b>5,669</b>
Loan portion of taxation	2	3
Net current assets	<b>1,639</b>	<b>14</b>
	<b>7,585</b>	<b>5,676</b>
<b>FINANCED BY:</b>		
Issued share capital	1,815	1,815
Distributable reserve	5,770	3,861
	<b>7,585</b>	<b>5,676</b>
Market value of listed investments	18,768	37,149
Appreciation	13,824	21,481
Net asset value per share: cents	<b>622</b>	<b>748</b>

**FINAL DIVIDEND NO. 18**  
A final dividend of 32.5 cents per share has been declared for the year ended 30th June, 1981.  
Last date for registration: 24th July, 1981  
Registers close (dates inclusive) from: 25th July, 1981 to: 1st August, 1981  
Currency conversion date (for payments from London): 10th August, 1981  
Date of Payment: 21st August, 1981

The dividend is payable subject to the customary conditions which may be inspected at or obtained from the company's Johannesburg office or from the office of the London Secretaries (Barnato Brothers, Limited, 99 Bishopsgate, London EC2M 3XE).

By Order of the Board,  
**JOHANNESBURG CONSOLIDATED INVESTMENT COMPANY, LIMITED**  
Secretaries  
per: D. J. Barrett

Head Office and Registered Office:  
Consolidated Building,  
Corner Fox and Harrison Streets,  
Johannesburg 2001,  
(P.O. Box 590, Johannesburg 2000)  
3rd July, 1981



## UK NEWS

## £2m alcoholism fund to be set up

BY GARETH GRIFITHS

A £2m fund for research and education connected with alcoholism is to be set up by the Government, with finance from the drinks industry and the prospect of further substantial help from brewers.

The money is to come from a scheme set up in 1984 to compensate licensees who lost their licences as part of a policy to reduce the number of public houses. The funds, which totalled more than £2m, were raised by a levy on public house owners, mainly the breweries.

The Brewers' Society provided the main thrust for the idea of setting up an education and alcohol research fund with the compensation money which has been mainly misused since 1984.

The society said yesterday that once the scheme was established companies in the drinks industry would provide further

"substantial financial help."

The Home Office will appoint a chairman and trustees, although the fund money was released for the scheme through a private members' Act introduced by Mr Robert Banks, Conservative MP for Harrogate.

The remaining £2m in the fund is to be split up. About £1m will be used to set up a new fund to support licensed trade charities, such as pensioners' homes and maintaining schools. The remaining £1m is to be held to deal with any claims on the original funds.

A recent paper on the problem, drawn at work by the Health and Safety Executive, the Health Departments and the Department of Employment suggests that education is one of the most important elements in an anti-alcohol abuse programme.

## Scottish hotels for sale

BY MARK MEREDITH

MOVING STRONGLY into the four-star hotel business has caused Scottish and Newcastle Breweries to put up for sale 15 to 20 of its small open-house inn hotels in Scotland.

These were part of the company's Thistle Hotel Group and catered for the travelling salesman and budget-conscious tourist. They were bought originally because of Scottish licensing laws which allowed sale of spirits on Sunday at hotels only.

Pubs now open on Sunday, and the hotel ambitions of Scottish and Newcastle have changed. Its recent purchase

of the EMI hotel and restaurant group enlarges its stake towards the top of the market.

Thistle is expanding faster in England than Scotland, and the hotel operations headquarters will soon transfer from Edinburgh to London.

Scottish and Newcastle says that revenue from the 26 Open House Inns, 20 in Scotland, was small and administration costs were high. Directors expect that many will be sold to families or small hotel groups.

Some may be transferred to the managed houses division of Scottish and Newcastle.

## Police presence reassures Southall's beleaguered Asian community

Lisa Wood analyses the role of skinheads in the weekend troubles

SOUTHALL HAS this weekend been ringed by special reserves of police, brought in after Friday night's disturbances. However, the local reaction to the heavy police presence was in sharp contrast to the tense atmosphere in Bristol during the April riots.

In this outer area of West London not far from Heathrow Airport, the police presence has tended to reassure the Asian community that it is safe from what is seen as racial provocation from outsiders.

In Brixton the fact that so many police were there was seen by some as provocation in itself. In an area with almost 30,000 blacks, mainly West Indians, the immediate cause of the conflict was an incident involving the police and a black youth.

So tense was the relationship between police and sections of the black community that

Southall's Asian community, however, believed that police were helping, not hindering, a stabbed West Indian.

In Southall, however, population of some 30,000 Asians and 5,000 West Indians, the police bore the brunt of the petrol bombs and bricks — but the intended battle was between youths separated by the colour of their skins.

The Asian population believes itself much more the victim of racist attacks, particularly from skinheads.

One of Southall's home beat (community) policemen who, like his colleagues, was called in on Saturday to patrol the local streets, said: "If 200 skinheads come into an area like this, it is like a red rag to a bull. Somebody must be egging these skinheads on. I have noticed more extreme Right

propaganda in the schools of late."

He bitterly regretted the consequences of Friday's disturbance and said: "We have been trying to win the Asian community's confidence for many years. These skinheads have undone all our work."

Discussions with large gatherings of Asians, young and old, who congregated outside the burnt-out Hambrough Tavern and along the bustling main shopping street bore this out.

As is common in this sort of incident, the police could not enjoy the complete confidence of either side. What officers on the scene saw as a genuine effort to keep the peace and hold the two factions apart, was interpreted by Asians as giving unreasonable protection to the skinheads from outside who had

started the trouble by their provocative behaviour.

Some Asians say that the police do not believe them when they complain of racial attacks. The police say that there has been no recent increase in racially-motivated attacks and claim that the Asians often exaggerate incidents.

Whatever the truth of individual complaints, it is a fact that the weekend's disturbances are the most serious since these in 1979 when the National Front centred its activities in Southall. During the street disturbances that ensued Mr Blair Peach, a New Zealand teacher, died and many Asians were arrested.

Left to itself, the Asian community is a peaceful one. Scotland Yard yesterday described the area as "a relatively

law-abiding one" with crime confined mainly to burglary and car thefts. The police spokesman added: "It is far more prosperous and stable than many other areas of London."

The terraced houses where Southall's Asian population is concentrated are among the most overcrowded in London and there is much unemployment, yet the community itself gives off an air of enterprise and economic confidence.

Mrs Shirley Lal Jhangiani, a psychologist at a South London hospital near Brixton, compared Southall's streets and their neat stores selling sari, Asian foods and groceries with those in Brixton.

She said: "Asians over the last decade have given this area a real face-lift. Here we have an enterprising community that

identifies with English goals. It wants to get on and build up its businesses."

To some extent the disturbances in Southall were simply a brawl between skinhead hooligans and Asian youths which got out of hand. Many people will draw comfort from the fact that in this sense it was not "another Brixton."

The underlying similarities must not be ignored, however. Mr Peter Jones, chairman of Ealing Community Relations Council, summed up what was for him the basic common factor.

He said: "We either believe we are being swamped by black people and perceive they are a 'problem'—or else we accept people as equal human beings. At present we have a Government which thinks the former. Until they change to believing the latter, we will have incidents such as this."

## Stock Exchange council may be urged to use its powers more swiftly

BY CHRISTINE MOIR

STOCK BROKERS and jobbing firms are likely to be subject to much more stringent and positive auditing by the Stock Exchange following recommendations expected from a special committee established after the collapse of stock brokers Norman Collins and Hedderwick Sterling and Grumbar.

The committee, which is likely to complete its study of

the two firms by the end of the month, was set up to see if their collapse had any significance to the present system of the Stock Exchange concerned with monitoring the financial stability of firms. It is believed to be on the point of recommending a significant strengthening of the council's present system of auditing firms' accounts.

The Stock Exchange already

demands that firms submit their accounts to specially designated auditors. But the committee is believed to think that the council should be more ready and swifter to use its powers to appoint special investigators.

It is also likely to recommend a fresh look at ways in which the Stock Exchange might monitor firms following investi-

gations. Hedderwick was the subject of two Stock Exchange investigations, and a fraud squad probe into the activities of its gits dealing department. None of these investigations, however, prevented the eventual collapse of the firm ahead of the proposed—merger with Quilter, Hilton Goodison.

The Stock Exchange has also

moved to tighten the rules governing discretionary dealing by member firms on behalf of private clients.

A new rule, 79f, has been brought into effect. It lays down a code of practice whereby firms have discretion to deal on behalf of clients.

From now on firms must draw up a detailed written contract for such clients. It must define

the objectives of the relationship—for instance whether dealings are to be directed towards capital growth or income, or both. It must also specify what type of investments or transactions are to be excluded.

The Stock Exchange also recommends that discretionary contracts be reviewed and controlled by a partner.

## To the 1576 readers of this newspaper who will fly to Nigeria this week.

The weather forecast for Nigeria is hot and humid. Your personal horoscope says you are likely to be working extremely hard.

Both are good reasons for insisting on the quickest, most comfortable flight you can get to Nigeria.

Nine of our ten flights a week from London Gatwick are non-stop. And every one offers you a wide-bodied jet.

The most relaxing way to spend such a long flight is in First Class.

But even in Economy Class you'll find our service superb. On your outward journey, dinner now begins with an ample helping of smoked salmon, and pâté on your return flight. The main course is on Royal Doulton china, accompanied by a mixed side salad. And complimentary wine is served in a stemmed wine glass.

Not surprisingly, our service to passengers has made us the most popular airline to Nigeria.

Which means that if you're flying to Lagos tomorrow, you'll probably be on our flight that departs at the very civilised hour of noon. And arrives very conveniently in the early evening.

Our midday flight to Lagos is available every single day of the week. That's more daylight services to Nigeria than any other airline.

On Tuesdays, Thursdays, Fridays and Sundays it stops briefly at Kano en route to Lagos.

But if you prefer to fly overnight, we have flights departing London Gatwick at 2300 on Mondays, Tuesdays and Thursdays arriving early morning in Lagos.

Return flights give you the choice between flying during the day, or overnight, as you prefer.

Our London airport is Gatwick. With the convenience of easy British Caledonian connections all over the UK, ample parking, and a Rapid City Link (40 minutes) with Victoria Station.

The reason we offer you more convenient flight times, faster journeys, and more comfort and attention is that unlike national airlines, we're an independent business. And to stay in business, we have to compete.

If we didn't run a better airline, we wouldn't have an airline to run.

**British Caledonian Airways**

We never forget you have a choice.

SECOND SUPPLEMENT TO PROSPECTUS  
2 per cent INDEX-LINKED  
TREASURY STOCK, 1996

On behalf of Her Majesty's Treasury, the Bank of England announces that certain of the restrictions contained in the prospectus for the above Stock dated 10th March 1981 (as amended by the first supplement dated 18th March 1981) ("the Prospectus") have been modified in the manner set out below so as to provide that any holding of Stock may be retained in the name of a nominee (as defined) acting on behalf of an Eligible Holder.

As from the date of this second supplement to the Prospectus, the provisions of the Prospectus are amended by the following paragraphs:

(i) the substitution, for paragraphs 5 and 6 of the Prospectus, of the following paragraphs:

"5. Ownership of the Stock will be confined to persons who are Eligible Holders, as defined below. The Bank of England will consider applications for the Stock, in accordance with the procedures described below, only from persons by whom declarations have been made that they are Eligible Holders or are tendering for the Stock on behalf of an Eligible Holder. In addition, subject to the exceptions laid down in paragraph 6, a statutory declaration in the appropriate form prescribed in the Prospectus must be submitted in support of each application. The declaration will be required on each occasion when, on surrender of a letter of allotment or presentation of an instrument of transfer for registration, the opening of a new account in the stock register is involved, or a nominee acquires Stock for addition to an existing account on behalf of an Eligible Holder for whom that nominee is not already holding Stock on the same account. The Bank of England will decline to register any holding of the Stock until furnished with a statutory declaration in the appropriate prescribed form, where such a declaration is required in accordance with this prospectus."

"6. Any holding of the Stock must be registered in the name of an Eligible Holder in his own right, or in the name of a nominee (as defined in paragraph 8(3) below) acting on behalf of an Eligible Holder."

(ii) the addition, at the end of paragraph 8(3) of the Prospectus of the following paragraphs:

"and the expression 'nominee' includes a custodian trustee (within the meaning of the Public Trustee Act 1908) and any other person who holds or is to hold Stock on behalf of an Eligible Holder in a fiduciary or representative capacity whether as a nominee or otherwise."

(iii) the substitution, for paragraphs 9 and 10 of the Prospectus, of the following paragraphs:

"9. Eligible Holders specified in paragraphs 8(1)(d), (e), (f), (g) and (h), will not be required to furnish statutory declarations for the purposes of paragraph 5. Statutory declarations required to be furnished by all other Eligible Holders or by nominees will be in such form as the Bank of England shall from time to time prescribe, to the following effect:

(1) A statutory declaration by an Eligible Holder who is to become the registered holder of any of the Stock in his own right, or on whose behalf any of the Stock is to be held by a person specified in paragraph 8(1)(a), will be to the effect that the Eligible Holder is an Eligible Holder, is not acting as the nominee of any other person, and has not created and will not create in favour of any other person any rights in respect of that Stock by way of encumbrance or by way of transfer of beneficial ownership which would involve a change in the registered holder.

(2) A statutory declaration by a nominee who is to become the registered holder of any of the Stock will be to the effect that such nominee is acting on behalf of an Eligible Holder and not otherwise, and will not create or knowingly permit to be created in favour of any person, other than an Eligible Holder on whose behalf the Stock is held by the nominee on the same account in the stock register, any rights in respect of that Stock by way of encumbrance or by way of transfer of beneficial ownership which would involve a change in the registered holder.

Statutory declarations will also contain undertakings relevant to the provisions of paragraphs 10, 11 and 12.

10. The Bank of England reserves the right at any time to require the registered holder of any of the Stock, or a person on whose behalf any of the Stock is held, to furnish such evidence (whether by statutory declaration or otherwise) as may be reasonably required, to the effect that the provisions laid down in paragraph 9 have been complied with, and to be observed in relation to the Stock registered in his name or held on his behalf, or to such other effect in relation to a holding of the Stock as the Bank of England may reasonably require. In the event of any failure to provide such evidence to the Bank of England within one month of the request therefor, the Bank of England, as agent of Her Majesty's Treasury, shall be entitled, as a term of issue of the Stock which shall be binding on all persons, to issue a notice to the registered holder of the Stock, or to the person on whose behalf the Stock is held, to require the surrender of the relevant certificate of title (if any) and to sell the Stock in relation to which the evidence was required in the market for the Stock, and to transfer the proceeds of such sale to the Bank of England, and to confer a good title on the purchaser of such Stock; and the Bank of England shall be under no liability whatsoever other than a liability to account to the registered holder for whichever is the lesser of (i) the proceeds realised on such sale or (ii) the market value of the Stock on the date on which such evidence was first required by the Bank of England, in each case less expenses properly incurred in connection with such sale by the Bank of England.

(iv) the substitution, for paragraph 12 of the Prospectus, of the following paragraph:

"12. If at any time any person in whose name or on whose behalf Stock is held ceases to be an Eligible Holder by virtue of ceasing to satisfy in whole or in part the conditions laid down in paragraph 8, that person shall, or shall procure that any nominee who is registered as the holder of any Stock on behalf of such person shall, notify the Bank of England forthwith; and such person (or, as the case may be, such nominee) may be required by the Bank of England to do so within one month of such notification. In the event that there should be a failure to comply with the requirements of such notice, or if it should come to the attention of the Bank of England that such a failure has occurred, the Bank of England shall be entitled, as a term of issue of the Stock, to issue a notice to the registered holder of the Stock, or to the person on whose behalf the Stock is held, to require the surrender of the relevant certificate of title (if any) and to sell the Stock in relation to which the evidence was required in the market for the Stock, and to transfer the proceeds of such sale to the Bank of England, and to confer a good title on the purchaser of such Stock; and the Bank of England shall be under no liability whatsoever other than a liability to account to the registered holder for whichever is the lesser of (i) the proceeds realised on such sale or (ii) the market value of the Stock on the date on which such evidence was first required by the Bank of England, in each case less expenses properly incurred in connection with such sale by the Bank of England."

This supplement is to be read and construed as forming part of the Prospectus.

Copies of this second supplement to the Prospectus may be obtained at the Bank of England, New Street, London, EC4M 3AA, or at the Glasgow Agency at any of the Branches of the Bank of England, or at the Glasgow Agency of the Bank of England at the Bank of Ireland, P.O. Box 13, Donegal Place, Belfast, BT1 5BX; at Mullens & Co., 15 Moorgate, London, EC2R 6AN; or at any office of The Stock Exchange in the United Kingdom.

BANK OF ENGLAND  
LONDON  
3rd July 1981



# FT Monthly Survey of Business Opinion

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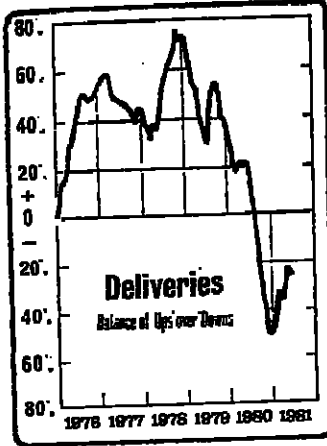
## GENERAL OUTLOOK

### Confidence improves again

Industry's optimism about the business outlook registered another sharp improvement last month, reflecting fresh confidence that the worst of the recession is now over.

The index measuring companies' optimism about the general business situation rose for the fourth successive month. Following the steep decline last year, the index is now back to around its levels of the first half of 1979.

Of the three groups covered last month, chemical and oil companies were less inclined to describe themselves as optimistic, but the engineering



industry and shipping and transport companies both registered improvements.

In the chemicals and oil sector, the main positive factor was an upturn in overseas business. Some engineering companies said they had noticed an increase in orders as well as simply an end to their decline.

Improvements in trade were also pointed out by shipping and transport firms.

Both the engineering and chemical and oil sectors were also more optimistic about prospects for the UK economy than they had been when last surveyed in February.

## GENERAL BUSINESS

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Are you more or less optimistic about your company's prospects than you were four months ago?							
More optimistic	41	37	27	21	34	29	55
Neutral	41	41	47	50	24	54	40
Less optimistic	18	22	26	29	42	17	41

## EXPORT PROSPECTS (Weighted by exports)

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Over the next 12 months exports will be:							
Higher	49	42	41	40	45	56	72
Same	25	29	26	27	29	6	28
Lower	25	28	32	32	26	38	—
Don't know	1	1	1	1	—	—	—

## NEW ORDERS

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
The trend of new orders in the past 4 months was:							
Up	18	18	13	14	23	—	42
Same	28	24	25	20	17	29	29
Down	35	42	47	49	56	46	6
No answer	19	16	15	17	4	25	23

## PRODUCTION/SALES TURNOVER

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Those expecting production/sales turnover in the next 12 months to:							
Rise over 20%	2	1	3	3	—	—	—
Rise 15-19%	—	—	—	—	—	—	14
Rise 10-14%	5	6	3	5	—	—	1
Rise 5-9%	17	16	13	11	9	29	1
About the same	59	60	62	58	57	46	65
Fall 5-9%	6	6	8	7	30	—	—
Fall over 10%	4	6	6	5	—	—	—
No comment	7	5	7	11	4	17	20

## STOCKS

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Raw materials and components over the next 12 months will:							
Increase	30	29	23	19	42	21	—
Stay about the same	49	47	48	44	24	46	85
Decrease	18	22	25	31	14	33	1
No comment	3	2	4	6	20	—	14
Manufactured goods over the next 12 months will:							
Increase	26	24	21	18	42	25	—
Stay about the same	46	46	48	44	6	29	—
Decrease	15	19	19	26	18	34	29
No comment	13	11	12	12	34	12	71

## FACTORS CURRENTLY AFFECTING PRODUCTION

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Home orders	92	92	91	91	100	100	43
Export orders	61	60	62	64	98	83	69
Executive staff	3	2	—	—	—	—	28
Skilled factory staff	2	2	3	4	4	—	—
Manual labour	1	1	—	—	—	—	28
Components	1	1	—	—	—	—	—
Raw materials	5	7	4	4	—	—	—
Production capacity (plant)	3	3	3	3	—	—	—
Finance	—	1	—	1	—	—	—
Others	18	15	14	13	11	42	20
Labour disputes	11	15	16	11	—	—	34
No answer/no factor	4	3	1	1	—	—	17

## LABOUR REQUIREMENTS (Weighted by employment)

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Those expecting their labour force over the next 12 months to:							
Increase	13	10	11	12	40	10	10
Stay about the same	39	39	42	38	32	44	51
Decrease	48	51	47	49	28	46	39
No comment	—	—	—	1	—	—	—

## CAPITAL INVESTMENT (Weighted by capital expenditure)

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Those expecting capital expenditure over the next 12 months to:							
Increase in volume	22	28	26	25	35	3	25
Increase in value but not in volume	8	6	6	7	16	3	7
Stay about the same	26	26	22	25	18	19	37
Decrease	40	40	45	42	31	75	5
No comment	4	—	1	1	—	—	26

## COSTS

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Wages rise by:							
0-4%	—	—	1	1	—	—	—
5-9%	43	45	53	49	94	46	15
10-14%	48	46	40	40	4	54	85
15-19%	—	—	1	4	—	—	—
Same	—	—	—	—	2	—	—
No answer	9	9	5	6	—	—	—
Unit cost rise by:							
0-4%	2	3	6	7	—	—	—
5-9%	34	35	35	30	69	21	15
10-14%	40	39	37	40	13	62	—
15-19%	2	4	5	6	4	—	6
20-24%	1	1	—	—	—	—	—
Same	—	1	1	1	—	—	—
Decrease	2	2	2	2	—	—	—
No answer	19	15	14	14	14	17	79

## PROFIT MARGINS

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Those expecting profit margins over the next 12 months to:							
Improve	45	38	37	30	38	75	4
Remain the same	35	37	39	39	14	21	42
Contract	20	24	23	30	48	4	48

## UK NEWS - LABOUR

### Government may alter formula on police pay

BY OUR LOBBY CORRESPONDENT

THE GOVERNMENT may press for a new formula to be used this year to calculate police pay, on which it is seeking to avoid an embarrassing and potentially politically damaging confrontation with the police.

For the last two years, police pay has been linked to the average rise in earnings. But now, the Home Office may try to persuade the other bodies represented on the Police Negotiating Board to accept a new formula, which would take account of other factors. This would almost certainly result in the police being recommended an increase below the 13 per cent or so which they would probably get under the old formula.

The Government has a manifesto commitment to improve police pay and to honour the recommendations of the Edmund Davies committee, which proposed the formula under which police pay has, for the last two years, been linked to average earnings.

Any attempt to over-ride the board's recommendations would

run into trouble from the Conservative backbenchers.

But the committee also said that, after 1978, the board should be able to take into account new factors, and that all those represented on the board should be able to propose variations on the formula.

Given the Government's determination to keep public sector pay rises to single figures, the Home Office may well argue for a modified formula.

But it is not certain that either the police themselves, or the local authorities, who sit on the board with the Home Office, would accept the change.

● The Bank of England, whose pay negotiations are covered by the Government's 6 per cent cash limit, has agreed to a 7.5 per cent pay deal.

Mr Ian Partridge, general secretary of the Bank of England Staff Organisation, said the deal was within the 6 per cent target because of savings through voluntary severance.

The Bank is expected to seek a further 150-200 redundancies on top of the reduction of about 1,000 staff last year.

### Miners likely to attempt breach of wage policy

BY CHRISTIAN TYLER, LABOUR EDITOR

THE FIRST public sector union to try to break through the informal single-figure wage policy is likely to be the National Union of Mineworkers, despite an appeal to the union's conference this week from Mr Joe Gormley, the NUM's outgoing president, not to commit his negotiators to a specific figure.

Left-wing areas of the union have tabled motions demanding a minimum wage of £100 a week—the same claim passed by last year's conference which would mean a rise of about 25 per cent from November 1.

On the eve of the conference, Mr Gormley made his customary effort to give the negotiators room for manoeuvre, arguing that £100 a week is already the union's wage target.

But the militants are most unlikely to heed him when the process of drawing up comparative wage motions starts today. The Left insists that its

motions stand because of the sting in their tails. These instruct the national executive to recall the conference if the claim is not met, so that rank and file delegates—and not the executive—can decide what, if any, industrial action to recommend in a ballot of the members.

The conference has been moving the Left's way in recent years.

After a meeting of the big Yorkshire delegation yesterday, Mr Arthur Scargill, area president, said he saw the wages issue as a test of the Government's whole economic strategy with the National Coal Board and not merely as argument about money.

He claimed that the trade union movement was preparing for a showdown with the Government although the issue triggering that confrontation could not be foreseen with certainty.

### TUC structure changes proposed by council

BY NICK GARNETT, LABOUR STAFF

THE TUC general council's report on developing the TUC's structure over the next five years, which will be put before Congress in September, contains two proposals for immediate implementation and pilot schemes on six issues.

The ability to capitalise on these schemes and adopt them will be governed partly by cost.

Early proposals for much greater powers for the TUC have been eroded during consultations and do not generally appear in the proposals.

The immediate projects would be:

● an examination of how the movement can increase its resources, with a report and recommendations to next year's Congress;

● development of existing work in developing regional organisations, trying to co-ordinate collective bargaining of unions, setting up industry committees and improving support to union members on public bodies.

The general council report says some of the pilot projects may not prove viable and among those that are useful, "the general council will assess priorities in light of the movement's financial position."

The six schemes would be:

● a bargaining bulletin covering pay, technology and other issues to provide greater union co-ordination and information;

● a project based on one TUC region and run by tutors and union education officers, to see

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## SHEPPARDS AND CHASE

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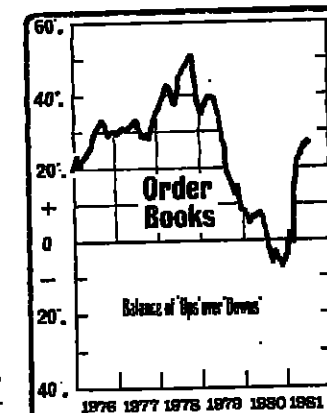
## ORDERS AND OUTPUT

### Signs of better demand

Industry recorded further signs last month of improved demand, although the recent increases in deliveries seem to have tailed off.

All three sectors were more inclined to report a higher trend of new orders. However, the index measuring companies' order books—which has risen steeply during the past few months—showed hardly any change as the chemicals and oil sector reduced its expectations for increased order levels.

One bright spot was the improvement in export prospects mentioned particularly by



the engineering and chemical and oil sectors. Companies also expected output would continue to improve during the next 12 months.

Respondents said the recession was still affecting deliveries. The fall in sterling against the dollar was helping U.S. sales, but turnover in Europe was still being affected by the strength of the pound against Continental currencies.

The shipping and transport sector cited high world oil stocks, the world recession and the U.S. miners' strike as negative influences.

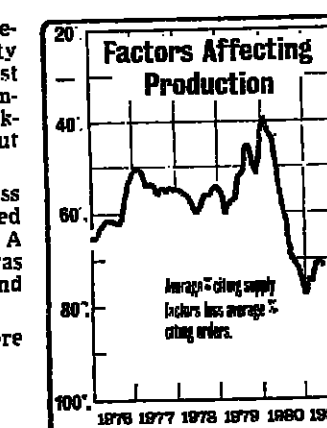
## CAPACITY AND STOCKS

### Improved output levels

Further evidence of an improvement in industry's capacity usage came from a fall last month in the number of companies saying they were working at below planned output levels.

All three sectors were less inclined to report that fixed assets were not being used. A particular improvement was noticed in the engineering and shipping sectors.

All three sectors were more



inclined than they had been in February to expect stocks of all types to increase during the next 12 months. The increase in expectations for work in progress was particularly large.

Respondents were also more inclined to report that stock levels were roughly adequate rather than too high.

Order shortages rather than supply-side factors continue to be the main influences constraining output.

## CAPACITY WORKING

	4 monthly moving total				June 1981		
	Mar.-June %	Feb.-May %	Jan.-Apr. %	Dec.-Mar. %	Eng. (non-elec.) %	Chem. & Oils %	Shipping & Transport %
Above target capacity	5	5	3	3	—	—	—
Planned output	38	35	29	33	27	34	51
Below target capacity	48	51	59	56	73	66	49
No answer	9	9	9	8	—	—	—

## LABOUR AND INVESTMENT

### Employment outlook gloom







EDITED BY ALAN CANE

## TECHNOLOGY

## Intelligence for data systems

AFTER TWO years of development in the UK Burroughs has launched what it claims to be the "first intelligent, fully programmable data collection system for industrial applications."

Equipped with 96,000 words of random access memory, the MT 1500 is controlled by an Intel 8086 microprocessor.

The availability in addition of read only and electrically alterable read only memory means that, in addition to programming the terminal to precisely meet the user's needs, it has also been possible to install automatic validity checks so that only clean, formatted data is sent to the mainframe computer.

The MT 1500 can be provided with various input arrangements including optical character recognition, bar code reading, wand, magnetic card readers and keyboards, in addition to conventional Hollerith card/punch readers.

Wall or desk-top mounted, the terminal has a 40 character single line display. This can be used to provide operator guidance, tell what he has entered and also display data from the mainframe.

Burroughs emphasises that because of the intelligence and memory in the terminal it can be tailored to almost every industrial data collection application.

Reliable, standard-form data can then be collected by the mainframe on which a production control program can be run to provide management with an up-to-the-minute account of what is going on in the shop floor.

Burroughs identifies a dozen places at which the terminal can be applied, starting with recording of goods inwards data and finishing with shipping. At work centres, the MT 1500 can be used manually, with keyboard entry, to record manufactured product details or automatically using pulses generated by the machines themselves.

In the stores, electronic rather than paper records can be made of what goes on to the shelves, and what is issued for production.



BECAUSE this new data collection terminal from Burroughs has more "brain" than most, it can be tailored to almost any industrial application.

## Microcircuit for central heating

HONEYWELL HAS its own custom-designed microcircuit in the latest residential central heating controller it is offering, the ST699C.

Timing motors, mechanically operated contacts and similar items have been done away with and the unit provides two electronically precise "on" and "off" times every 24 hours to switch domestic central heating, hot water, or both, on and off as necessary.

The unit, which measures

only four inches square by 1.5 inches deep, has a permanent liquid crystal clock display which, by simple movement of a slider will also show the selected on and off times for checking or re-setting. Timing is altered by simple button depression to roll the times back and forward.

Little current is consumed by the timer and a built-in battery ensures that the device will go on working for a week if the mains should fail. More on 0344 24555.

## Westinghouse announces IBM conversion

A CONVERSION system which, states the company, eliminates almost all manual work in a DOS to OS system conversion for IBM users is announced in the UK by Westinghouse Management Systems SA.

Known as Focus it converts DOS COBOL to OS COBOL,

DOS JCL to OS JCL and pre-processes Assembler and RPG II. Westinghouse adds that Focus can also build complete OS jobstreams with relevant operator re-start instructions from DOS JCL and program information. It runs in an OS, VSI, MVS or VM environment and needs about 80K of storage.

## Going one better to change tools on a machining centre

KEARNEY and Trecker Marwin of Brighton has gone one better than conventional builders of multi-tool computer numerically controlled machines.

Its new "Multiheadchanger" does not change individual tools for different tasks, it changes multi-spindle heads.

And just like a conventional single spindle machine a transfer mechanism transfers heads from the magazine to the spindle drive.

According to KTM the new machine is as flexible as a conventional CNC machining centre: "It can mill, contour and be quickly programmed to change from one job to another."

"At the same time," the company claims, "it introduces to

multi-spindle work, the four freedoms of movement associated with a machining centre—X, Y and Z linear axes and a rotary axis."

The company argues that the new machine is ideally suited to tasks such as setting up production systems to create, say, engine cylinder heads in greatly different batch numbers.

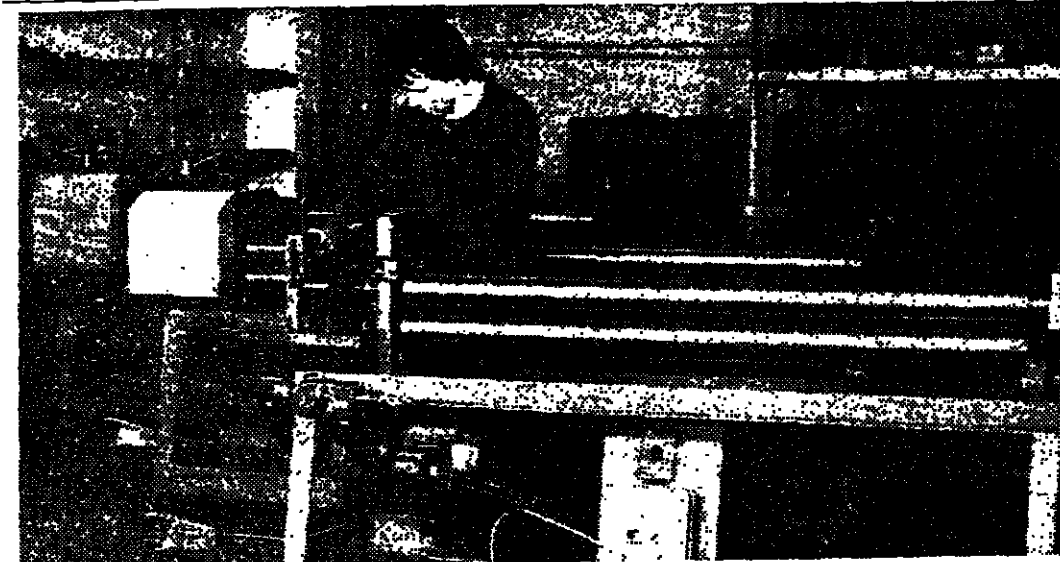
This is important in the automobile industry where the maintenance of spares levels for up to 10 years after a model has been dropped from the current line has always been a problem.

The conventional solution is to keep expensive transfer line in commission for use on a few

days every six months. KTM says that the most economic solution is to utilise the freedoms of movement and a relatively simple multi-head.

Using the X-axis movement, the head can be passed in front of the spindle to drill, bore, tap and contour mill at each cylinder. This permits relatively simple and consequently low cost heads to be used, thereby minimising tooling costs.

For larger production runs, successively more complicated tooling can be used ending with linked multi-head machines performing different simultaneous operations as in a conventional transfer line. More about the Multiheadchanger on 0273 507255.



## New range for pinch bending

ROLSAN ROLLERS of Stourport on Severn has introduced a new range of Initial Pinch Bending Roll (IPBR) Machines. Aimed at maximising shop floor space the new range incorporates the power transmission unit within the frame of the machine.

The range covers production of pipes and tubes up to two metres long. The shortest standard unit is 600 mm but

if required, shorter machines can be supplied, the company states. Sheet metal from 0.5 mm to 5 mm can be accommodated.

Operation is simple. Rolsan says. Sheet metal is fed into the pinch rolls which are driven by Ch D2 Leroy Somer geared motor units via a gear train. As the sheet metal is fed through, a third roller at the back curls it into the basic

tube or pipe diameter. Subsequently, it is seam welded.

The machine is operated by a foot control. The shape of the cylinder is removed from the rollers by releasing the outrigger bearing and turning the top roll counter balance handle which raises the top roll clear of the end frame and enables the tube to be withdrawn endwise. More on 0242-517701.

## Jig help for disabled

CAMPCLAMP has developed a flexible universal drilling jig for constructors. It is hoping to take the idea further into provide

practical aids for the disabled. The idea, in its simplest form, won a prize in the 1979 Young Engineer of the Year competition. More on 051-480 2777.

## Torque wrench

DESOUTHER has introduced a range of 1/2 in and 1 in square drive torque wrenches for critical joint and confined space fastening. There are two types with speed options.

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## POINTERS

## Drimax aid

WITH THE object of exploiting the surface chemical properties of aqueous slurries to bring about big reductions in filter cake moisture content, Allied Colloids has added Drimax 1938 to its range of Drimax filter cake dewatering aids.

The chief area of application, the company says, is vacuum filtration, but other uses include filter pressing, free gravity drainage and centrifugation. Drimax 1938, according to Allied Colloids, has demonstrated a reduction of filter cake moisture of as much as 28 per cent at a fraction of the cost of thermal drying. Further information on 0274-671267.

## Detector

THE HAND-HELD Type 8902C Ultrasonic Leak Detector and Steam Trap Tester is described in a leaflet issued by Daves Instruments. Details include the device's ability to detect gas or steam leaks through an orifice as small as 0.25mm at a pressure of less than 0.7kgf/cm<sup>2</sup> at 4.5m range and to detect the condition of open or leaking steam traps. More on 01-992 6751.

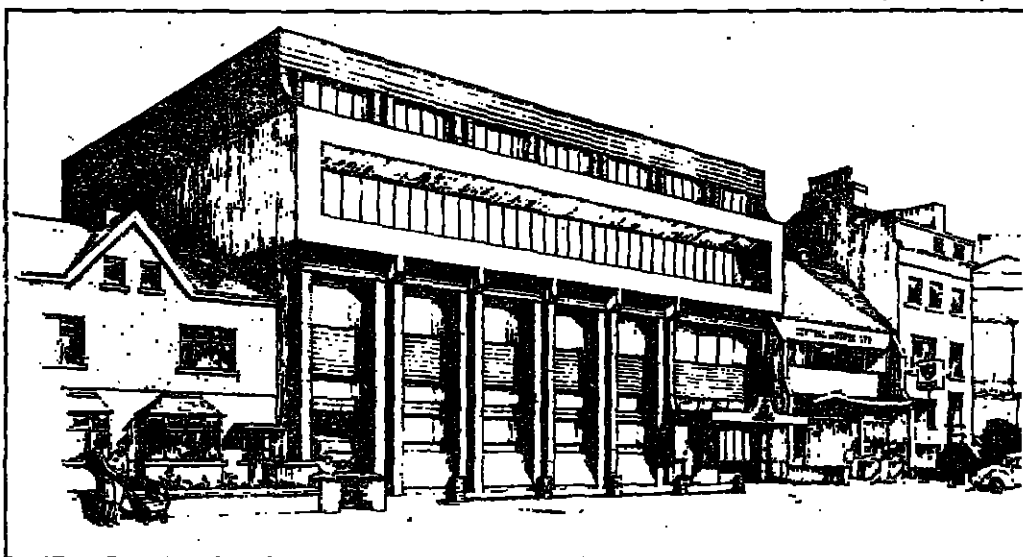
Meanwhile, Daves has started commercial production of a high pressure steam leak locator known as the Leakator. Type 8903A which was developed by the Central Electricity Generating Board.

## Mortar

DESIGNED for use in conjunction with a wide range of electric rotary power hammers, the Rex Mortarchisel is available from Garrison Dales. The company says that the tool will assist the raking out of mortar joints in brickwork without risk of damage to the bricks. More on 0905-28224.

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## BUILDING AND CIVIL ENGINEERING



## New island post office

WORK IS to start shortly on the new headquarters of the Isle of Man Post Office Authority in Circular Road, Douglas, near the main sorting office. Parkinson of Braddan, whose tender was the lowest of seven received, has been awarded a £157m contract. The building will accommodate the Authority's administrative departments and the philatelic bureau. Counter services are to continue at the Head Post Office in Regent Street, Douglas.

## Delving into Midland limestone

OLD LIMESTONE workings in the West Midlands are to be investigated by Ove Arup and Partners on behalf of the Environment Department and the local authorities of Dudley, Sandwell and Walsall, and the West Midlands County Council.

First task will be to

assemble a data-bank on the workings for an initial study by civil and mining engineers, geologists, archaeologists and photogrammetrists.

In parallel, specialist engineers will make a study in which workings will be classified according to type, nature, quality of surrounding rocks and what is known

about former collapse.

Limestone was mined in the Midlands by the Romans, but it was exploited mainly in the mid-19th century to supply the iron industry with limestone for fluxing with iron ore. Seams within the ancient Silurian rocks were quarried and mined. Further information from 01-636 1831.

## Filling the hole in the ground

BUILDING of a £36m International Conference Centre on Westminster's Broad Sanctuary site is scheduled to begin next April following an announcement by Mr Michael Heseltine, the Environment Secretary, that he had

accepted an offer of £32m from the Pearl Assurance Company towards the overall cost.

The main contractor is to be Bovis, who will manage the project, and completion is due

in 1986. The site—one of London's biggest unused holes in the ground—has been described by Mr Heseltine as "a shameful eyesore."

Looking ahead, Mr Heseltine said that the building

would provide facilities for international governmental conferences. While supplementing those already offered for commercial purposes, it would also be available for private hiring.

## Marine borings

BEAVER DREDGING of Toronto has received a \$7.5m contract from the Lower Churchill Development Corporation of Canada to carry out marine borings and surveys in the Strait of Belle Isle, Newfoundland. The purpose is to confirm the feasibility of trenching a transmission cable across the 10-mile wide strait as part of the client's project to develop new hydroelectric power generating facilities in Labrador.

The two-month site work will be managed by Osiris-Cesco, a sister company of Beaver Dredging and co-member of international contractors. Royal Westminster of the Netherlands.

## Laminated board

JABFERL, a new laminated roof insulation board suitable for insulating any type of profiled metal, concrete or timber flat roof decks on new and existing buildings, is the result of close co-operation between Vencel Resil and Isocrete Group Sales.

The Jabferl panel comprises Isocrete's Hespaperm Perlite insulation board, factory bonded to varying thicknesses of VR's Jablite EPS insulation board. The companies say that the combined qualities of their materials provide good dimensional stability, high fire resistance and excellent insulation values.

## Asphalt at Heathrow

PART of the taxiway and holding areas at Heathrow Airport are to be overlaid with a £24m contract awarded to Wimpey Asphalt by the British Airports Authority.

Working at night Wimpey will phase the work so that flying can continue, although the airport will be partially closed between 9.30 pm and 7.30 am. The work is expected to end by Christmas.

Other Wimpey contracts: A £935,000 upgrading of 62 flats for Manchester Corporation; a £711,000 contract—also in Manchester—for modernising 52 council houses and construction in Plymouth of 136 homes, valued at £2.35m.

## Hospital building

SHEPHERD CONSTRUCTION has secured hospital building contracts totalling £1.8m. A new ward and theatre block, together with outpatients department, comprises Phase 1 of the Lincoln County Hospital project, while in Wolverhampton it is to build a large extension for New Cross Hospital.

Another £845,000 contract concerns construction of additional student accommodation at St Aidan's College, University of Durham.

When ready in about a year's time the extension—designed by Faulkner-Brown Hendy Watkinson Stonor—will provide 42 study-bedrooms on two floors with laundry and pantry facilities and a tutors' flat.

## Ipswich bypass contract

COSTAIN Civil Engineering is to build the section of the Ipswich Bypass from the Orwell Bridge eastwards to the A45 near Seven Hills under a £10.2m contract from the Department of Transport. This is the first of three main contracts to be awarded for the Ipswich Southern Bypass following last year's public inquiry. Costain expects to complete by October next year.

Meanwhile, the Transport Department has announced the preferred route for a bypass of Bromham in Bedfordshire. This starts on the A428 next to Bromham hospital, runs south to the A422, swings east to the Box End Road (A5124) and rejoins the A428 at Cold Lane, a distance of about 2.5 miles. Bromham lies on a route connecting the Haven Ports with the Midlands as well as providing a link to Milton Keynes.

## Roundabout

REALIGNMENT of about two km of the Malden-Sheerness Road A249 is to be undertaken by Meers under a £1.6m contract from the Kent County Council. The work includes a new roundabout at the junction of the A249 and the A2.

Construction consists of about 900 metres of flexible carriage-way on embankment, 1100 metres in cutting with widths varying between 7.3 metres and 9.3 metres. Footways, drainage and lighting are included.

The contract brings the value of roadworks awarded to Meers in recent months to more than £4m.

## Corral work

CORRAL CONSTRUCTION has received three contracts totalling more than £1.7m. Involving £1.05m improvements and repairs to 55 Pillingdon homes, £200,000 improvements to 48 Cropton and Sutton homes and a £468,937 conversion and modernisation of a Church Army Housing Estate in south-east London.

## INDUSTRIAL DOORS &amp; SECURITY CLOSURES

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## Warrington company secures £12.33m

A MOTORWAY in Shropshire, sewage treatment in Northants, advance work in Cheshire, civil works in Lincolnshire and in Somerset, and a pump station in Nottinghamshire represent new work valued at £12.33m for A. Monk of Warrington.

A £11.8m Transport Department contract involves an eight-km section of Telford motorway M54 and includes construction of a grade separated interchange with the A464 trunk road and the proposed Telford link road. At Great Billing, the Anglian Water Authority has ordered a contract for Stage 36 of a sewage treatment works extension, while at Appleton Thorpe near Warrington, Monk is to demolish buildings and provide

a new pumping main and land-scaping under an Environment Department contract. More on 0925-512000.

## Ontario Hydro deal

GEORGE WIMPEY, Canada, is to prepare a site at Athikokan under a £2m contract for Ontario Hydro as part of a £5m five-contract series of awards. Other contracts include provision of underground water and electricity services, drainage and waterworks at Vaughan. In Alberta, work is under way for a £900,000 site preparation for Dow Chemical and the Alberta Gas Ethylene Company.

● Uni-Green, an interlocking cellular grid paving system for grass and concrete has been developed by BDC Concrete Products. Each unit measures 500 mm x 280 mm x 85 mm thick. Full and half edging units are also available. More on 0653-52181.

● Arrow (Engineers) has introduced Speedform, a reusable system of supporting in-situ concrete floors. Made of aluminium it gives a 50 per cent weight saving over steel.

● A DM 45m cement plant with a 3,000 tpd capacity is to be built in India by Krupp Polysius AG, Beckum, for Coromandel Fertilisers of Secunderabad. It will include a roller mill for difficult-to-grind Indian coal.

● Hewgate of Aylesbury says that the 60,000 sq ft warehouse it is building under a £1.8m contract for Quaker Oats at Southall has moved into its second phase.

● One of three desalination units, and the sea water pre-treatment for the three units which are for a research and development project in Kuwait are to be built under a DM 10m contract by Buckau-Walther AG, Grevenbroich.

puter centre near St. Albans. Under the £100,000 contract waste heat from the air conditioning plant will be re-used.

● Aney Roadstone has reduced from six to four the number of its regions which produce aggregates, coated stone and Premix concrete.

● The Commission for the New Towns is to pay £700,000 to Higgs and Hill to build 13 factory units on the Earlstrees Industrial Estate (East) in Corby.

● BarFab Reinforcements is the name adopted by the new steel and wire company which evolved from Phoenix 1 disciplines and which is jointly owned by the GKN Group and British Steel Corporation.

● National Coal Board has ordered a £1.1m "showcase" boilerhouse from Ashwell Scott building services contractors for its Stanhope Brewery, Staffordshire, mining research and development establishment.

● Marchesi Holdings of Dunstable is supplying a Danish timber house for Hull builder Yorkshire and Lincolnshire (Homes). It is expected to sell for more than £100,000.

## NEWS IN BRIEF

● Buckton Contractors is to build the first phase of a new road and site development in the North Preston area for the Central Lancashire Development Corporation.

● E. C. Harris and Partners are quantity surveyors for the £289,000 extension of the clinical research wing of the chest unit of Kings College Hospital Medical School at Denmark Hill, south east London.

● Vapotherm is a new roof insulation board introduced by Vapotherm (UK) to meet more stringent requirements for strength and fire resistance. It is a composite of polyurethane foam and perlite board.

● Latest stage in the development of Stakehill Industrial Park by John Finlan with Royal Insurance is almost complete with 175,000 sq ft of single storey industrial and warehouse units ready for letting.

● Steelwork for new TV studios being built at Maidstone for Television South, new franchise holders for the southern region, will be supplied and constructed by Graham Wood Structural, a member of the Amsteel Group.

● A section of the ICI plant division's complex at Vading, Kent, is to be extended under a £400,000 contract awarded to G. E. Wallis and Sons, Engineers for the two-storey project at Rochester.

● Bison Concrete is to supply precast concrete flooring valued at more than £104,000 for Medina Borough Council's £2m housing development at Newport, Isle of Wight.

● Atkins Inspection Services and Atkins Laboratories of the W. S. Atkins Group have gained contracts worth more than £3m in connection with the building of a £200m gas fractionation plant at Mossburn in Fife-shire, Scotland. The plant is being built by the Ralph M. Parsons Company on behalf of Shell Exploration Production.

● Myton, a member of the Taylor Woodrow Group, is to refurbish three floors at 83, Gracechurch Street, London, ECG, owned by The Pension Fund Property Unit Trust, under a £1.2m contract.

● British Gas is to pay William Press and Sons £2.5m under an installation contract at Dynevor Arms, Merthyr Tydfil, for 10,000 metres of carbon and stainless steel pipework and specialist equipment. Protective coatings will also be applied.



## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

# Why multinationals may have to face a more muscular Third World

Arnold Kransdorff examines the work of the UN Centre on Transnational Corporations

TO SFT across the negotiating table from a multinational company can be an intimidating experience — especially for a greenhorn. With their vast transnational experience, and heavy-weight legal support, multinationals can frequently tie up contracts which the other party soon considers less than fair.

Such is the problem facing many Third World countries, whose emergence as industrial nations usually necessitates a measure of involvement with outside companies which are often more sophisticated — and shrewd — than themselves.

Most of the people who negotiate with multinationals on behalf of Third World countries "are pretty bad," says Gustave Feissel. "In most cases the person at the top, usually the chief minister, is the only competent individual. Below him few people are any good and one man cannot do everything on his own."

Feissel, a U.S. national who was educated in Paris and New York, is unusually well-placed to make such a judgment. He runs a United Nations programme which has provided many developing countries with advice on how to negotiate with multinationals — free of charge.

Feissel's programme forms part of the activities of the UN Centre on Transnational Corporations, which is better known for the work it is doing on try-

ing to get universal agreement — still at least a year away — on a Code of Conduct for multinationals and the host countries in which they operate.

The Centre has been mandated to provide governments with technical co-operation in an effort to strengthen their ability to deal with multinationals.

"Unfortunately governments wait until a quarter to midnight to decide that they need us," says Feissel.

## Two-man company

He quotes the extraordinary case of a Third World country in Asia whose government wanted to investigate whether it had any petroleum and/or gas reserves that could be exploited.

The Government had been approached by a U.S. company with a suitably impressive New York address. After a session of negotiation, a contract was drawn up giving the company exclusive exploration rights.

In the event the company, which turned out to be nothing more than two individuals in a Fifth Avenue office, subsequently sold the contract to a third party, over whom the host country had no choice and little control.

According to Feissel this is not an isolated incident. Such "contracts," drawn up

in haste and without proper legal advice, are widespread across the developing world, he claims.

The type of contract drawn up is frequently inappropriate, he argues, the financial arrangements are invariably unfair, and the host country's control over the project (and its implications) is often weak.

This can obviously lead to bitterness between the parties — and could be one reason why there is so much antipathy from developing countries towards the multinational company.

The scope of the UN Centre's technical co-operation programme covers the provision of advice and the organisation of training programmes. The advice can cover the formulation of policies, laws and regulations affecting foreign participation, as well as assistance in dealing with specific arrangements with multinationals.

These can include a wide range of subjects — ownership and control, transfer of technology, transfer pricing, joint ventures, licensing arrangements, management contracts and production sharing agreements.

The Centre's advisers are not permitted to assist at the negotiating table but staff back-up can be provided in preparation for negotiations with multinationals.

In terms of the volume of business between developing countries and multinationals the

Centre's activities in this area barely scratch the surface, but Feissel is confident that the service will grow rapidly. Since the technical co-operation scheme was started nearly four years ago the Centre has dealt with 188 advisory projects from 56 countries.

Nearly a third — 55 — were completed or initiated during the last reported year to March 1980. Of these, nearly a half were in response to requests from African countries, 17 from Asian countries, 12 from South American countries and two from one European country.

To carry out the work, the Centre, which occupies modest accommodation away from the UN headquarters in New York, employs seven full-time advisers and another eight consultants on retainer. These are supplemented by a group of high-level experts who are engaged on an ad hoc basis.

Examples of recent projects related to policies, laws and regulations include missions to two African countries. In one case the Centre's advisers made recommendations for the more effective control of that country's mining interests and in the other, assistance was given to evaluate the possible incidence of transfer pricing in selected sectors.

In the latter case, the advisers also analysed existing tax laws and regulations, reviewed their adequacy in controlling abuses and made appropriate recom-



"Now don't commit yourself to anything"

mendations for monitoring transfer pricing practices.

On specific projects, the Centre has, for example, recently undertaken several major missions to a poor Asian country where advisers have helped finalise the development of a sponge iron project, assisted in negotiations for joint ventures in the pulp and paper and fertiliser and petrochemical industries, and helped in the choice of alternative project financing in the development of a country's food industry.

An indication, perhaps, of the success of these missions is contained in an annex to the Centre's last annual report, which contains a list of responses from Governments to specific co-operation programmes.

One such example, from a senior civil servant of an unnamed country, says: "Your Centre's assistance has been of enormous value to my Government. Without the assistance you have provided, we would have been at a serious disadvantage in negotiations. By ensuring parity in the processing of information, you made it possible for us to be assured of obtaining fair and reasonable terms."

## Corporate slowdown goes on file

Apart from its technical co-operation services and the work it is doing on a Code of Conduct, the United Nations Centre on Transnational Corporations is preparing corporate profiles on a selection of multinational companies.

This is another area where it believes that it can be of help to Third World — and even developed — countries in dealing with large outside corporations. So far more than 24 governments have requested profiles from the Centre.

The Centre believes that from a negotiating point of view, most governments are at a disadvantage because they do not have immediate access to all the relevant historical information and facts about a particular multinational.

It maintains that while this type of information is probably available from a variety of sources such as Press cuttings, annual reports, brokers' reports and financial information services like Dunn and Bradstreet, there is no one document available that gives an authoritative and comprehensive corporate profile of a multinational that is geared to the requirements of a government.

It is the Centre's intention to produce such profiles on around 500 of the world's major multinationals — and update them every two years.

The decision to produce corporate profiles on various multinational companies is a relatively recent one for the Centre and follows a controversy over previous information-gathering activities, when multinationals complained that they were not given the opportunity of cross-checking information and that many facts being disseminated by the UN were incorrect.

Rana Singh, a former administrative head of the civil service in Assam, India, who now runs the Centre's Information Analysis Division, concedes that this criti-

cism had a "degree" of validity.

"There was a belief that the collected data was inaccurate and downright hostile to the multinationals," he says. "We also concluded that the system didn't meet the requirements of Governments and decided on the corporate profile approach."

Although the Centre will continue to use the data bank as a source of information, Singh stresses that all information and facts will have to be heard scrutiny by the relevant multinational before being used, although the Centre reserves the editorial right to reject any of their complaints.

So far Singh has about 225 corporate profiles in various stages of completion and verification. He says that the Centre has had a satisfactory response from about 90 per cent of the companies.

He hopes to complete about a hundred profiles a year until the figure of 500 is reached — "which would represent a large cross-section of the big multinationals. We don't want to go beyond that because of the updating problems," he adds.

Each profile is about 50 pages in length (using single spacing) and includes background information, details of management, products and markets, the company's foreign operations and geographic distribution and financial information such as sources and uses of funds. In some cases the document also assesses trends in products and markets and gives a review of the company's technology objectives.

Singh describes the profiles as "the most comprehensive compilation of information on particular companies geared to the requirements of host countries."

He estimates that it takes between three and six months to prepare a profile and another three to six months to get approval from the companies.

## Business courses

Developing Women, Uxbridge, Middlesex. July 16-17. Fee: £185. Details from The Secretary, Management Programme, Brunel University, Uxbridge, Middlesex, UB8 3PH.

The Causes and Symptoms of Company Failure, Bradford, July 22-24. Details from Course Secretary, University of Bradford Management Centre, Heston Mount, Kelsley Road, Bradford, West Yorkshire, BD9 4TU.

Manufacturing/Production Control Concepts, Worthing, July 27-28. Fee: £175 (plus VAT). Details from Course Registrar,

MSS Computer and Business Consultancy, MSS House, 54 Chapel Road, Worthing, West Sussex, BN11 1BE.

Research for Profitability, Amsterdam, August 23-27. Fee: Sfr 640 members, Sfr 790 non-members of the European Society for Opinion and Marketing Research. Details from ESOMAR Central Secretariat, Wamberg 37, 1033 CW Amsterdam, The Netherlands.

Leasing Seminar, Brussels, August 26-28. Details from Management Centre Europe, avenue des Arts 4, B-1040 Brussels, Belgium.

Developing New Products, Maidenhead, Berkshire, July 19-24. Fee: £380 (plus VAT) non-members of the Institute of Marketing. Details from The College of Marketing, Moor Hall, Cookham, Maidenhead, Berkshire, SL6 9QH.

International Financial Management Seminar, Geneva, August 17-23. Fee: Sfr 5,500. Details from Centre d'Etudes Industrielles, 4 chemin de Conches, CH-1231 Geneva, Switzerland.

Executive Project Management, Scotland, August 6-7. Fee: £345 (plus VAT). Details from AMR

International, 6-10 Frederick Close, Stanhope Place, London W2 2HD.

Working and Living Abroad, London, August 12. Fee: £42 per person, £67 per couple. Details from The Short Course Unit, Polytechnic of Central London, 25 Marlowe Road, London NW1 5LS.

Microprocessors - Management Appraisal, Worthing, August 13. Fee: £110 (plus VAT). Details from Course Registrar, MSS Computer and Business Consultancy, MSS House, 54 Chapel Road, Worthing, West Sussex, BN11 1BE.

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July 2, 1981

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10  
LOMBARD

# The coming U.S. recession

BY SAMUEL BRITTAN

IN SEVERAL recent articles I have underlined what I saw as the main contradictions in the Reagan game plan for the U.S. economy. The Administration's documents — and even more its early sales talk — assumed slow but positive economic growth but also a take-off into rapid growth from 1982 onwards. This was supposed to be combined with a tough monetary policy and a pronounced steady fall in the inflation rate.

Both prognoses could not be true simultaneously. Hardly any modern inflation of near-double digit rates has been reversed without an intervening recession — sometimes politely called a "stabilisation crisis".

The recession does not have to continue all the time that inflation is being reduced. Nor is the extent of the recession proportional to the size or the speed of the reduction. I leave that kind of arithmetical scare-mongering to the House of Commons Treasury Committee. But it is still unfortunately almost impossible to change inflationary expectations without at least an initial shock to output and employment.

I am of course talking about a genuine reduction in inflation, not a cosmetic reversal of the distortions in the U.S. Consumer Price Index which took the headline figures up to a totally artificial 18 per cent last year, compared with an underlying rate of around 10 per cent.

## Contradiction

But recently it was unclear whether the contradiction would be resolved, as Dr Henry Kaufman of Salomon Brothers once feared, by the financial markets outwitting the Fed in manufacturing new monetary assets and inflation continuing merrily, or by a recession. It is now pretty clear that the recession alternative will be seen.

Signs of softness are multiplying in the U.S. economy, particularly in the auto and housing markets. The high dollar exchange rate is beginning, in a way familiar in the UK, to reduce demand for American goods and to squeeze profit margins. The savings and loan associations which borrow

short and lend long for home ownership are under extreme pressure. Factory payrolls, working hours and other labour market indicators have all weakened.

But above all it is the Fed's behaviour that has made recession nearly certain. As Mr Anthony Boveck has remarked in the *Bank Credit Analyst*, the Fed has responded to criticism of its credibility by "permitting M1 (its main monetary target) to fall below its lower target band while reacting aggressively to any overshooting".

Above all, real interest rates of 10 per cent cannot continue for so many months without puncturing economic activity.

The abrupt termination of the 1980 recession after one quarter always seemed too good to be true, and the true downturn is turning out to be, as some of us suspected all along, W-shaped or double-bottomed.

## Interest rates

The prospect is not necessarily a disaster for Europe. A period of distress corporate borrowing may keep U.S. short-term interest rates high for a while longer; but it would not be surprising to see nominal short-term interest rates in single figures before the end of 1981.

There may then be a sufficient swing in interest rates relative to the market's view of the normal to strengthen European currencies against the dollar after their recent fall. As European central banks tend, despite their lip service to monetary targets, to follow an interest rate policy related to the dollar, the prospect is for lower interest rates on this side of the Atlantic too.

British policymakers would however be well advised to allow the running to be made by the Germans. There is now much talk about the prospect of a substantial further fall in the pound against the Dmark. If that happens it will be very important to make sure that this is balanced as far as possible by a recovery of the pound against the dollar. This is so if the Thatcher Government does not want to have to go to the country with an inflation rate higher than the one it inherited from Mr Denis Healey.

# The sanctity of contract still prevails in the land

GOOD LAW preserves bad bargains. This is one of the side-effects of the odour of the sanctity of contract.

If a company makes a bad bargain for the disposal of one of its main assets, none of its shareholders — however deeply aggrieved and however deserving of sympathy — can successfully sue the recipient of the asset either for an order for its return, or for damages for deprivation.

Nor can any member of the company's workforce take similar proceedings. Nor can the company itself.

So strict is the law's regard for the sanctity of contract that the courts do not recognise or apply a doctrine of unjust enrichment — they do know of a doctrine of unjust enrichment — so as to recover the spoils from a departing trustee — entitling the victim of a bad bargain to any form of legal redress for or relief from his or her misfortune.

This, no doubt, is one of the privileges of belonging to a nation of shopkeepers. Behind the predictable decision on Friday of the trial judge, Mr Justice Walton, in the historic case of *Burmah Oil Co. Ltd. v. The Government of the Republic of India*, lurks this time-honoured legal principle.

The principle itself is an essential feature of the law's approach to commercial transactions.

In the eyes of the law, the parties to a contract are free

to make or to refrain from making it.

Under the law of contract in its present form, developed in decided cases over the centuries, commerce consists of striking bargains and sticking to them. Nobody who has struck a sticky bargain has any automatic or inviolable legal right to become unstuck.

Inequality of bargaining power among the prospective parties to a contract in the course of negotiation or creation is not in itself an illegitimate restriction upon their freedom of contract.

The consumer protection legislation in recent years entitling the courts to consider and take into account the strength of bargaining power among the negotiators of a contract represents a fundamental, though welcome, departure from the basic rule of common law which still remains the norm.

The *Burmah Oil* case concerned that company's and its subsidiary's holding of shares in BP Ltd. The number of those shares was large, and their value considerable.

This shareholding was the company's greatest single asset, and had caused many of its own 16,000 small shareholders to acquire or retain their shares in the company. A share in *Burmah Oil* was a passable substitute for a share in BP — if shares in *Burmah Oil* were sandwiches, the company's BP shareholding was the filling in

the sandwiches.

In 1975, the Bank of England took the filling from the sandwiches.

At the beginning of 1974, *Burmah Oil* was a prosperous and profitable company. But the collapse in the stock market and the explosion in oil prices resulting from the oil crisis contributed to a dramatic change in its fortunes. By the end of the year, it was in risk of substantial default on massive loan agreements and had

value had fallen to below £2 per unit.

In January 1975, the market price was rising. By July that year it had recovered to about £5.50 per unit.

The price at which by agreement *Burmah Oil* sold its BP shares to the Bank of England in January 1975 was £2.30 per unit — 38p below the prevailing market value.

*Burmah Oil's* proceedings against the Bank of England were started in October 1976.

## THE WEEK IN THE COURTS

BY JUSTINIAN

to face the prospect of liquidation.

The Bank of England, with Government backing, came to the rescue.

There were two stages to the rescue. In December 1974, *Burmah Oil* mortgaged the shareholding in BP with the Bank as security for the Bank's first support package. In January 1975, the need arose for the second stage, and the Bank required as a term of the arrangement the sale of the BP shares by *Burmah Oil* to the Bank at a price fixed by the Government.

In July 1974, the market value of BP stock units had been about 65p per unit. By the end of December that year the

It was alleged that the January 1975 sale of BP stock units was "unconscionable, inequitable and unreasonable," and "was procured by the Bank acting in breach of its duty of fair dealing and taking an unfair and unconscionable advantage of *Burmah Oil*."

In support of these and other grounds, *Burmah Oil* relied on various factors — the "inequality of bargaining power" between it and the Bank; the advantage taken by the Bank of its "temporary financial predicament"; the sale of the BP stock "at an undervalue"; the absence of privity between it and the Bank; the delay by the Bank in stating its proposals; the failure of the Bank to pro-

vide guidelines for sale to third parties; its inability to seek assistance elsewhere; the Bank's duty of fair dealing; and the loss of dividend income from the BP stock.

In an earlier stage of the proceedings (when *Burmah Oil* was attempting to obtain disclosure of government documents) Lord Wilberforce had said that "the exact nature of *Burmah Oil's* claim against the bank is not very clear." But Lord Scarman remarked that the cause of action was described by *Burmah Oil's* counsel as one "not yet fully developed in English law," and that "there are indications in the modern case law that economic duress in a commercial setting may well constitute a good cause of action."

At the 13-day trial, Mr Justice Walton decided that there was never anything remotely equivalent to the putting of any pressure on *Burmah Oil* to accept the Bank's offer in January 1975 to buy BP stock units.

On the evidence before him, it was clear that the Bank would have been only too delighted if it could have washed its hands of the whole affair.

In any event, *Burmah Oil* had "extremely high-powered independent advisers" who were quite capable of understanding and evaluating the Bank's terms, and had advised *Burmah Oil* to accept them.

The evidence established that, but for the Bank coming to the

rescue, there would have been a liquidation in which *Burmah Oil's* shareholders would have got nothing.

One of the arguments put forward on behalf of *Burmah Oil* was that the Bank of England owed a duty to all the world to behave with those standards of conduct which the courts demanded from one of its officers of the Supreme Court. Mr Justice Walton, rejecting this argument, said that "the Bank was bound by the same rules in its commercial dealings as the rest of the community."

This too conforms with the traditional concept of the law of contract, which sedulously refrains from imposing different standards of commercial conduct of morality on different types of commercial enterprise.

The law does not yet demand a higher degree of responsibility in commercial dealings from businesses or enterprises which exercise a higher degree of economic power. The same rules and the same standards apply alike to the village grocer and the international conglomerate.

The time is ripe for a review of the traditional concepts of the law of contract and for a statutory adjustment of those concepts so as to suit the needs and interests of various sections of the community at a disadvantage in business transactions in an era of harsh economic realities.

# Le Garçon D'Or is on parade

THERE CAN seldom have been a busier racing schedule for the first Monday in July than today's programme. There is afternoon racing at Epsom and Pontefract, and evening sport at Windsor and Wolverhampton.

For many, one of the more enjoyable sights at Epsom will be the Le Garçon D'Or's appearance on his favourite course when he parades before the ninth running of the five-furlong sprint named after him.

No horse did more to earn a place in his honour than the 23-year-old Le Garçon D'Or. The sprinter, who began racing in 1960, set a record for this century by scoring on at least one occasion during each of the next 13 seasons. First out of the post on six occasions in 1968 Le Garçon D'Or bowed out at the end of the 1973 campaign with 34 successes in to-

day's field of eight for the Le Garçon D'Or Handicap, anything approaching the talent of the Robert Manners-owned gelding. However, the race has

## RACING

BY DOMINIC WIGAN

attracted course winners, David and Rambo. Again, as well as the Jack Calvert five-year-old, Caledonian, who is out to notch his fourth consecutive victory.

Rambo. Again, in no way disgraced when failing by a length to give Silent Tears 35 lbs in a similar handicap at Warwick on June 20, will relish the top-of-the-ground conditions, and can halt Caledonian's sequence.

Now that Amberdandy, Letsgomo, and Singing Dandy

have been withdrawn from the Glenfirk Stakes, the way should be clear for Six Legs to notch an overdue first success.

At Windsor, Lester Piggett should again benefit through Greivill Starkey's suspension. Piggett stands in for the Pulborough stable jockey on Guy Harwood's likely two-year-old winner, *Never So Lucky*, in the Albany Stakes.

Fifty minutes later, that same trainer could add to his already formidable tally through Gavies Bambina in the Beaumont Handicap.

**EDINBURGH**  
2.00—Sam  
2.30—Six Legs  
2.40—Never So Lucky  
4.30—Prionsaa  
6.45—Never So Lucky  
7.35—Gavies Bambina  
8.05—Chidown Blue

## TV/Radio

\* Indicates programme in black and white

### BBC 1

5.40-7.30 am Open University (Ultra High Frequency only).  
11.25 Cricket: Second Test: England v Australia. 1.30 pm Bod. 1.45 News. 2.00 Regional News for England (except London). 2.05 Cricket: Second Test from Lord's. 4.18 Regional News for England (except London). 4.20 Play School (as BBC2 11.00 am). 4.45 Jana of the Jungle. 5.05 John Craven's Newsround. 5.10 Blue Peter Files the World: Malaysia. 5.40 News. 5.55 Nationwide (London and

South East only).  
6.30 Nationwide.  
6.55 Ask the Family.  
7.30 Blake's Seven.  
8.10 Panorama.  
9.00 News.  
9.25 The Monday Film: "The Power Play" starring Raymond Burr.

11.00 Now Showing.  
11.35 News Headlines.  
11.40 Managing the Micro.  
All Regions as BBC1 except as follows:  
Cymru/Wales—1.30-1.45 pm Pils pala. 5.55-6.30 Wales Today. 6.55-7.20 Heddiw. 12.05 pm News and Weather for Wales.

Scotland—9.55 am The Womble. 10.00 Jackanory. 10.15 Gollid. 10.35-10.55 Take Hart. 1.25-1.30 pm The Scottish News. 5.55-6.20 Reporting Scotland. 12.05 am News and Weather for Scotland.

Northern Ireland—4.18-4.20 pm Northern Ireland News. 5.55-6.30 News and Weather for Northern Ireland.

England (North): Look North (Leeds). Look North (Newcastle). Look North West (Manchester). Midlands Today (Birmingham). Points West (Bristol). South Today (Southampton). Spotlight South West (Plymouth).

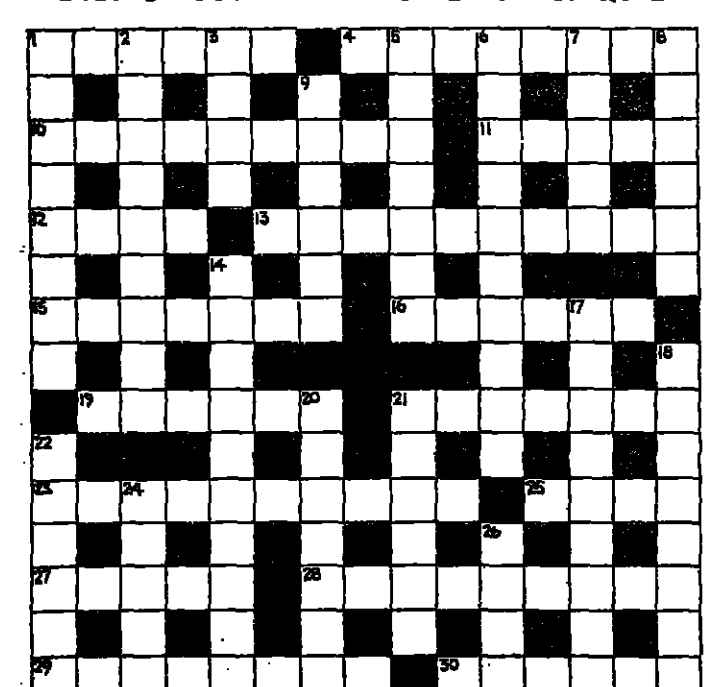
6.40-7.55 am Open University. 11.00 Play School. 4.30 pm Cricket: Second Test—England v Australia. 6.35 Open University. 12.05 Jacqueline du Pré Master. 7.25 All-Evening News. 7.50 Arthur Negus Enjoys. 8.05 Secret Army. 9.00 Sing Country. 9.30 Brass Tacks (a look at divorce in Britain). 10.25 They're Playing My Tune. 10.45 Newsnight. 11.30 Cricket: Second Test highlights.

12.25 am Close: Sit up and Listen with Dame Janet Baker.

Al IBA Regions as London except at the following times:  
**ANGLIA**  
1.20 pm Anglia News. 2.00 Monday Film: "Woman of Straw," starring Gino Lollobrigida, Sean Connery, Richard Gere, and others. 6.00 Anglia. 6.30 Survival. 10.30 Anglia Reports (Tonight's edition investigates the British Home Office's handling of the money). 11.00 Speedway. 11.30 Hammer House of Horror. 12.30 am Methodists in Conference.

**BBC 2**  
6.40-7.55 am Open University. 11.00 Play School. 4.30 pm Cricket: Second Test—England v Australia. 6.35 Open University. 12.05 Jacqueline du Pré Master. 7.25 All-Evening News. 7.50 Arthur Negus Enjoys. 8.05 Secret Army. 9.00 Sing Country. 9.30 Brass Tacks (a look at divorce in Britain). 10.25 They're Playing My Tune. 10.45 Newsnight. 11.30 Cricket: Second Test highlights.

## F.T. CROSSWORD PUZZLE No. 4612



### ACROSS

- Parent has part to play in obtaining early release (6)
- Company on tour taking to the streets? In what way? (4, 4)
- Family has last word with West End feature (9)
- Shuts enabling South Africa to win 55-0? (5)
- Female would take off (4)
- Course it's from redskin stock (6, 4)
- Gold Street before it became stripped of luxury (7)
- Creative when told to play against the slope (4, 2)
- Done without old Bob getting out (8)
- A small amount of confusion (7)
- Autograph handbook of royal authority (4, 6)
- Love letter artist left spoken (4)
- Shan't be worried by county (5)
- Go with current firm (9)
- A river sort making musical adaptations (8)
- Retiring like that to look after port (6)

### DOWN

- Seconds increase in price of beads (7, 2)
- First place to conduct (4)
- Two way journey to remote area (7)
- Put out underworld boss by agreement (10)
- Man will ring greeting (5)
- Which person going to work over pole crises? (6)
- About to dust? Far from it (6)
- Drink mother's willing to give fictional lawyer (5, 5)
- Capital affair in the High Court (5, 4)
- Manoeuvre in action spread out (8)
- Gun dean might use for keeping cargo dry (7)
- Position of batsman can set a different pattern (6)
- A maths puzzle giving rise to complaint (6)
- Last right—he's doomed (5)
- Endlessly wrong novelist (4)

### LONDON

9.30 am Schools Programmes. 12.00 Chorlton and the Wheelies. 12.10 pm Rainbow. 12.30 Home and Design. 1.00 News, plus FT Index. 1.20 Thames News. 1.30 The Diana Dors Show. 2.00 The Riordan. 2.30 Monday Matinee: "Mister Jerrie," starring Patrick Mayne, Connie Stevens, and Herbert Ross. 4.15 Porky Pig and Daff Duck. 4.20 Now for Nookie. 4.45 Scarf Jack. 5.15 History of the Motor Car. 5.45 News. 6.00 Thames News. 6.35 Crossroads. 7.00 The Krypton Factor. 7.30 Coronation Street. 8.00 Sorry, I'm a Stranger Here Myself. 8.30 World in Action. 9.00 Quincy. 10.30 Hammer House of Horror. 11.30 Great Fights of the Seventies: Ali v Quarry and Ali v Dunn.

### STEREOGRAPHIC

(8) Stereographic broadcast 1 medium wave

### RADIO 1

5.00 am As Radio 2. 7.00 Mike Read. 9.00 Simon Bates. 11.00 Andy Peebles. 12.30 pm Newsbeat. 12.45. Paul McCartney. 2.30 Dave Lee Travis. 4.30 Peter Powell. 7.00 Simon Bates. 8.00 Andy Peebles. 8.00 Richard Skinner. 10.00-12.00 John Peel (S).

### RADIO 2

5.00 am Steve Jones (S). 7.30 Terry Wogan (S). 10.00 Jimmy Young (S). 12.00 John Peel from the Royal Show. 1.00 David Hamilton (S). 5.45 News and Sport. 6.00 David Symonds with Much More Music (S). 8.00 John Peel. 8.30 News. 9.00 Richard Skinner. 10.00-12.00 John Peel (S).

### RADIO 3

6.55 am Weather. 7.00 News. 7.05 Morning Concert (S). 8.00 News. 8.05 Morning Concert (cont'd.). 9.00 News. 9.05 The World at Large. 10.00 News. 10.05 Richard Skinner. 10.10-10.15 Richard Skinner. 10.15-10.20 Richard Skinner. 10.20-10.25 Richard Skinner. 10.25-10.30 Richard Skinner. 10.30-10.35 Richard Skinner. 10.35-10.40 Richard Skinner. 10.40-10.45 Richard Skinner. 10.45-10.50 Richard Skinner. 10.50-10.55 Richard Skinner. 10.55-11.00 Richard Skinner. 11.00-11.05 Richard Skinner. 11.05-11.10 Richard Skinner. 11.10-11.15 Richard Skinner. 11.15-11.20 Richard Skinner. 11.20-11.25 Richard Skinner. 11.25-11.30 Richard Skinner. 11.30-11.35 Richard Skinner. 11.35-11.40 Richard Skinner. 11.40-11.45 Richard Skinner. 11.45-11.50 Richard Skinner. 11.50-11.55 Richard Skinner. 11.55-12.00 Richard Skinner. 12.00-12.05 Richard Skinner. 12.05-12.10 Richard Skinner. 12.10-12.15 Richard Skinner. 12.15-12.20 Richard Skinner. 12.20-12.25 Richard Skinner. 12.25-12.30 Richard Skinner. 12.30-12.35 Richard 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## THE ARTS

## Architecture

## Rediscovering delight by COLIN AMERY

The architectural week began badly last Monday with the announcement that the Government cannot find any cash to support Britain's only independent architectural school, that of the Architectural Association in London. This sad decision by the Education Secretary Mark Carlisle means that students from the UK will continue to be outnumbered by the large intake of foreign students who can afford the fees.

The chairman of the school, Alvin Boyarsky, who has been in the forefront of the battle to win mandatory grants described the decision as purely political and predicts that the school will have an 80 per cent foreign intake by 1983.

I must declare an interest as a member of the Council of the Association, but it is generally accepted that the AA is the liveliest and most influential school in the country and it is a tragedy that the Government's short-sighted decision will make the school an enclave of rich students remote from the British architectural scene.

The Architectural Association has a new president, the architect John Pritzman who has issued a statement saying that he hopes that the AA (which is open to all those who are interested in architecture) will help to rediscover the element of "delight" in buildings. One of his remedies for bringing architects and the users of buildings closer together is a proposal that architects should act more like General Practitioners. It should be possible for you to consult an architect GP about a design problem and he should be your own local man.

I want to see an architect who fits into this category. John Benson is a one-man practice in London living and working in

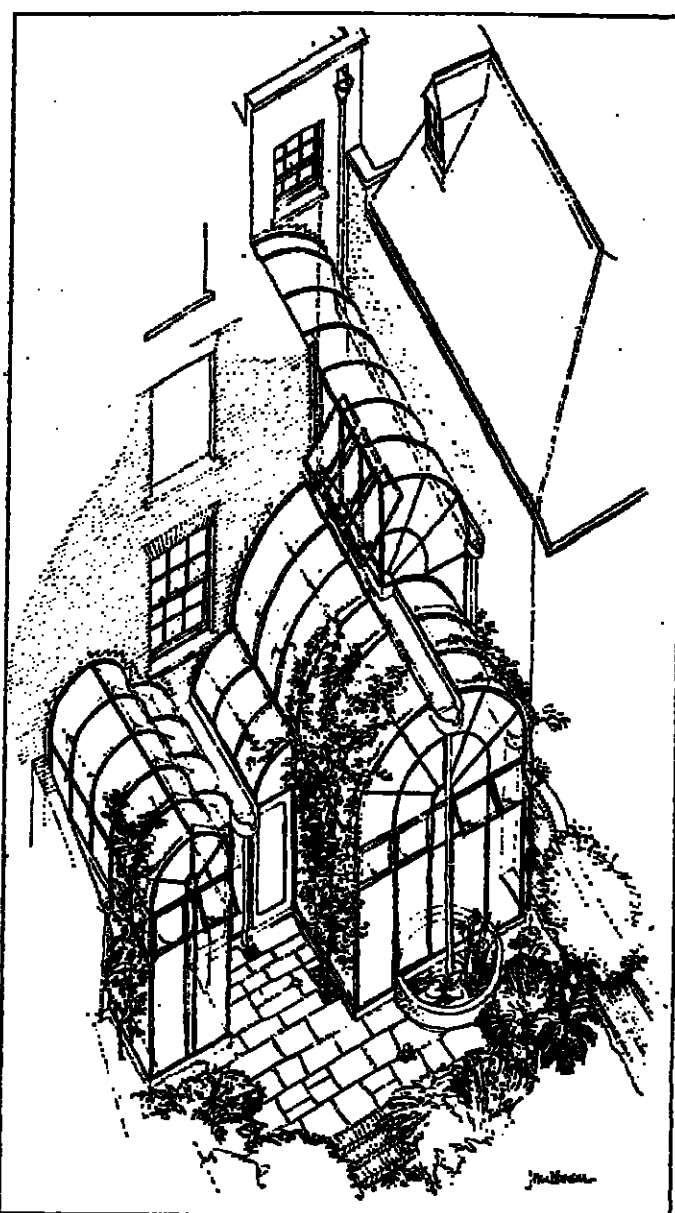
Hampstead, Kentish Town and other similarly architect-conscious areas.

John Benson is a bit like a doctor. He gets to know his clients and is not averse to designing a kitchen extension, a swimming pool or a conservatory. His work is not confined to London and one of his most interesting schemes is a swimming pool wrapped around a house on the outskirts of Hereford. The pool is built under a glass and timber roof which was built in 10 weeks by a local carpenter. It includes a diving pit that is deep enough for a little indoor scuba work.

In Holland Park Benson has added a Gothick front wall to a 19th-century villa that has machicolations and pinnacles and quatrefoil mouldings. The wall is ostensibly designed to keep out traffic noise but it performs this mundane task in a way that dignifies the whole house.

When an architect runs his practice like a GP he has to be flexible on matters of style. Benson has recently completed an elegant addition to an 1820s house in Hampstead that takes the form of a conservatory that follows the style of the existing house. Curved glass roofs covered in deciduous vines make for a light yet shaded summer room and in the winter the low level of the light is maximised by the glass walls. The framework of the conservatory is made of pine with a light metal frame inside.

The small-scale practice, the sympathetic local designer, the close relationship with the client, are all ways that the architect can win a better response from the public. Architects are not managers, they are designers first of all and it is the small practices that can lead the way and help architects to be loved again.



Curved glass conservatory added to an 1820 house

## Her Majesty's

## Amadeus by B. A. YOUNG

Transferring Peter Shaffer's play from the Olivier's open stage to the proscenium stage of Her Majesty's makes less difference than one might expect: I thought it was almost a proscenium-style production before, and a very fine one. The important changes are Frank Finlay for Paul Scofield as Salieri and Richard O'Callaghan for Simon Callow as Mozart.

This is a more satirical Salieri, with an edge to his words even when they seem harmless. The great cadenza at the end of the first act, in which he declares war on God for allowing genius to the silly, vulgar Mozart and denying it to himself in spite of the bargain he made in his youth, is powerful rather than subtle. Mark Hamburg rather than Cortot, yet it is undeniably effective. The author has simplified the second act, bringing Salieri nearer the front of things; Mr Finlay cannot avoid seeming more comic than the situations suggest to me, with his constant

## Riverside Studios

## Fabian and Matuz

by DOMINIC GILL

From start to finish, Riverside's enterprising mini-festival of contemporary Hungarian music last week had a jinx upon it—not a single concert of the series was as successful as it should or could have been. The first was ruined by a wily, insistent buzz from a faulty lighting system; and the second, given by the New Music Studio from Budapest, by a programme which seemed to have been designed expressly to show off the Studio's very least original and least interesting work. On Thursday, only 15 people (including critics and friends) turned up to hear the British debut of the pianist Erika Lux. And for other reasons again, neither of the two last concerts on Friday and Saturday, respectively for cimbaloms and solo flute, made the lively impressions they should by rights have done.

Evidently we do not have in England a surplus of cimbalom tuners (the job is an exacting one, and trickier than tuning a piano)—the few who exist are both elusive and expensive. The cimbalom virtuoso Marta Fabian with her partner Agnes Szakaly played their recital of cimbalom duos on Friday on two instruments which were out of tune from the start, both individually and relatively, and which by the end of the evening had wandered apart in some registers by as much as a quarter-tone.

The effect was definitely striking—but it was certainly not authentic; and it allowed no one present to appreciate the very particular and beautiful (and not in the least discordant) qualities of the instrument. No self-respecting pianist would agree to give a serious recital on a jangly pub-piano; but rather than leave their audience stranded, much to their credit—and with the greatest forbearance and good humour—Fabian and Szakaly

## Wednesday late opening at the National Gallery

The National Gallery has announced that it will remain open until 8.00 pm on Wednesdays during the months of July and August. The necessary funds for the overtime involved are being found from savings.

Attractions on Wednesday evenings include a special series of talks at 6.30 pm by keeper staff at the Gallery, including the director himself.

The Artist's Eye: David Hockney is on show in the Board Room July 1-August 31; the restaurant and shop will remain open until 7.00 pm and 7.45 pm respectively.

## Museum of the Year award

The Hunday National Tractor and Farm Museum at West Side, Newton, Stockfield, Northumberland, has been chosen as Museum of the Year for 1981.

The winner of this year's contest, sponsored by The Illustrated London News and The Illustrated London News trophy sculpture by Henry Moore.

## TENNIS

BY JOHN BARRETT

## Justice tips scales for John McEnroe

IT WAS poetic justice that the 22-year-old American, John McEnroe, should have beaten Bjorn Borg, 25, in Saturday's Wimbledon, for last year it was the left-handed American who had faced Jimmy Connors in the semi-final. That punishing four sets win, plus match congestion due to rain, left McEnroe drained.

This year, it was Borg's turn, and one can only sympathise with the five times' champion that in Thursday's magnificent semi-final Connors should have chosen to produce probably the best tennis of his distinguished career.

Not that Jimmy would accept that assessment. The ultimate professional, to him winning is the only thing that matters.

In the 1980 final, McEnroe's service power had threatened to swamp the Swede, but a two sets lead was denied him.

This time, they both started faster. Borg's ground stroke superiority gave him the opening set.

But McEnroe, serving well throughout for the first time

this Wimbledon, made sure of the second tie break and produced really accurate deliveries and firm volleys to deny Borg four set points at 4-5 in the third set.

Those fleeting moments of lost opportunity proved decisive. Borg's 3-2 lead in the third set tie break was turned into a 6-3 advantage for the American, and he claimed the set two points later with a confident forehand volley.

During the fourth set, McEnroe, still serving with power and disguise, began to look increasingly confident against the Borg serve which was not at its best. Coming in behind early hit returns, whose slice kept them low, McEnroe looked likely to break serve at any moment.

It came in the tenth game when Borg fell from 30-0 to 30-40 as a rushed backhand pass ended in the net. McEnroe missed his first championship point when a backhand pass flew wide. But a leaping smash and another forehand volley from an early hit return sealed the victory.

The 4-6, 7-6, 7-6, 6-4

Not surprisingly, he did not attend the champions' dinner. The fines were justified.



Balanchine's "Garland Waltz" from "The Sleeping Beauty"

## New York City Ballet

## Balanchine's Chaikovsky

by CLEMENT CRISP

The New York City Ballet has staged tributes to the music of a single composer on three occasions. In 1972 there was the phenomenal Stravinsky Festival; in 1975, Ravel was similarly celebrated; now, Balanchine has been honoured. Some 20 works were presented—of which a dozen were new—and there can be no better indication of NYCB's continuing dedication and creative vitality. Even though schedules were dogged by injuries to leading dancers, so that programmes and casting were disrupted, the series of performances that I saw were tremendous.

The festival involved six company choreographers: Balanchine, Robbins, John Taras, Peter Martins, Jacques d'Amboise, Joseph Duell, and if certain works were less than happy, the standard of dancing was always superb: a new choreographer (Joseph Duell) showed real promise, and Balanchine produced two pieces of exceptional fascination. (His revival of the *Mozartiana* which he first mounted in 1933, hailed by every observer, was a victim of injury when Suzanne Farrell hurt herself during its first performance. Similarly, his *Hungarian Dances* had but one showing before Karl von Arolingens injury caused its postponement in repertory.)

An important innovation of the Festival was the reduction of the NYCB's usual decorative austerity—the single, permanent setting designed by Philip Johnson, architect of the State Theatre, and his partner John Burgee. The commission from Balanchine was for an "ice palace" wherein, Chaikovsky might be sensed.

The result is a set—or rather, the grammar for a set—comprising 3,600 pieces of clear plastic tubing which is a cave, a palace, a cathedral, an interior or exterior by adjustment of its components. Admirably lit by Ronald Bates, this decor proved apt for every ballet, and, even for, a programme of non-festival repertory which I saw. I can best suggest its quality by saying that it allows the audience's imagination free rein; during Balanchine's reworking of the *Sleeping Beauty* garland-dance one could imagine the whole ballet given in this setting—a palace, its gardens, a forest, could all be assisted.

Balanchine's idea for the festival was to tell New York audiences that there is more to Chaikovsky than the three great Maryinsky scores; it owed something also to his St. Petersburg years as student and dancer, when he appeared in those "classics" at the Maryinsky and danced in Chaikovsky operas, for these are persistent artistic memories. It also reminded us of his membership of a distinguished musical family, whence his love for the less-known piano music and songs and the unjustly neglected orchestral music. By inference one could see how Balanchine was also extending the horizons of his dancers and associate

choreographers, reminding them of Chaikovsky's genius as melodist, orchestrator, master of danceable rhythms.

There were, for me, two miracles in the festival—both produced by Balanchine. The first came in *Tempo di Valse*—a collection of waltzes which included a variation from John Taras' *Designs with Strings* inefably danced by Allegra Kent and Ib Andersen. Balanchine's flower-waltz from *Nutcracker*, and Taras' dramatically allusive setting of the *Onegna* waltz for students of the School of American Ballet.

Balanchine here created a version of the *Sleeping Beauty* garland waltz, or perhaps one should say he remembered the waltz, for I have never before been made aware of how this number must have seemed at the Maryinsky Theatre. Sixteen couples, joined by nine more danseuses and a bevy of young girls from the School, were deployed in evolutions which are both the "then" of St. Petersburg in 1890 and the "now" of New York in 1981.

It is a masterpiece—the garland dance in which Balanchine appeared as a student at the Maryinsky and, nearly 70 years later, has remembered and reconsidered in the light of what he has done to keep the classic academic dance alive and relevant in America. Compared with the Kirov version, which is "authentic" though adulterated and nostalgic, or with the Royal Ballet's several and unenterprising stagings, this garland dance blazes with life. It unfolds to the furthest reaches of the stage; its patterns are harmonious, inevitable, as the garlands sway and bend and the dancers interweave and entwine, and the children—shades of the student Balanchine, though he has yet to bring boys into the number—move with careful joy among them.

In it, the continuing importance of *The Sleeping Beauty* is strongly to be sensed. I found it most beautiful and exciting—words to make anyone take stock who knows this waltz only as the statutory *dance générale* that prepares us for the arrival

of Aurora. In the same way that it is possible to deduce the spirit of a larger work from its parts, we can sense what Balanchine could—and, please, must—make of *Beauty*. It has been a long-time dream that Balanchine will stage the full-length ballet. This garland dance brings the dream a little nearer reality, as does the present richness of NYCB in dancers ideally suited to meet the grandest demands that *Beauty* can make.

No less thrilling, but how different, the closing of the festival with a performance of the sixth symphony's last three movements. The *allegro con gracia* was set in yearning style by Robbins; the orchestra (who played magnificently throughout the festival) undertook the succeeding *molto vivace*, and then came Balanchine's portrait-tribute to Chaikovsky in the *adagio lamentoso*.

Many comments about Balanchine's choreographies tend to clichés about "abstract" dance, but anyone who considers the great body of his work can see how filled with emotion is his response to scores, how passionate—but with passion ordered, controlled, never gratuitous, and never "abstract" for his ballets are filled with the life of his dancers as well as of the dance.

Yet no one, I suspect, could have predicted the visual bravado, the depth of feeling aroused in him by this tragic, saturated music. The *adagio* is one artist's immediate, vivid response to another with whom he has complete sympathy—one might say this of the entire festival. The central assumption in this *adagio* is that Chaikovsky knew that he must kill himself, an inevitable outcome of Tsarist society's persecution of a homosexual, and that in the last movement of the last symphony this is Chaikovsky's message.

So Balanchine shows us three grieving women—Karin von Arolingens, Stephanie Saland, Judith Fugate—with an attendant group of female mourners. To them come a troupe of angels, white robed, white

winged, bearing lilies, who remain for a moment as mere glimmering presences behind the translucent tubing of the set—glorious imagery.

They are succeeded by purple-robed figures, emissaries of death, who watch as a procession of black-clad monks appear and lie centre-stage in the form of a cross—oddly like priests prostrated before the altar as they take their final vows. These black figures suddenly heave and yawn apart, like a grave opening to receive a corpse, and then a small white-robed boy appears at the back of the stage. He represents the soul of the departed, and as he walks downstage the blows out the candles—reference to a Sufi theory that where the soul's light comes from, there will it go. The curtain fell—and deliberately did not rise again—upon an audience hushed, puzzled, even disturbed; but many of us were gripped by the power of this salute and farewell to Chaikovsky.

The dance-language had been of the utmost simplicity, and so in its directness had been Balanchine's realisation of the score and his summation of Chaikovsky's tragedy. Perhaps you have to be Russian to comprehend everything that is implied in this ritualistic work; but even to a non-Russian, it spoke of greatness comprehended, of genius speaking to genius. I shall hope to comment further upon the festival, upon other new works and upon the stature of the company performances, hereafter.

## Alec McCowen and 'St. Mark's Gospel'

Alec McCowen is to return to the West End in *St. Mark's Gospel* for a four week season at the Globe Theatre opening July 12.

Alec McCowen gave his first solo performance of *St. Mark's Gospel* in 1978 at the Riverside Studios, subsequently transferring to the Mermaid followed by a West End season at the Comedy Theatre.

So Balanchine shows us three grieving women—Karin von Arolingens, Stephanie Saland, Judith Fugate—with an attendant group of female mourners. To them come a troupe of angels, white robed, white

is particularly good at conveying the uneasy camaraderie between the Labour politicians, headed by David Waller's ruthless Prime Minister, lolling around in a self-satisfied lard of 37 years' loyalty to the cause. A Northern brass band rally is trapped in the image of a line of men draining pints in grey plastic mugs. And Besty's act of regicide in a Northern bungalow, egged on by the extreme blandishments of his lover (Dominic Blythe), is an exciting flash-point where public ambition and private loyalties carry the full impact of the model.

John Bowe has a key speech, just before his death, about the need for good men to act rationally. Brenton suggests that the danger of revolution is that "we could become the thing we seek to destroy." There is plenty of evidence for agreeing with that, but no sign of how to avoid it. This does not diminish the right of the playwright to give voice to cynicism.

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## Warehouse

## Thirteenth Night

by MICHAEL COVENEY

After a Labour Party ward meeting, a group of socialist politicians is attacked by black shirts. Before passing out, Jack Beatty is asked "What if a socialist party came to power tomorrow?"

A sheet of orange plastic is cleared and Howard Brenton's dream play is under way. Beatty is surrounded by three women in an underground car-park and directed to live what he preaches. A speech advocating the nationalisation of American assets and Third World alignment has proved an incitement to riot. The American Embassy is attacked and 12 people killed, including the Ambassador. The trouble was the revolutionaries is that they

want only the Garden of Eden or, failing that, a planet of dust. The fear is articulated by Beatty. The dream takes on the characteristics of a nightmare. The three girls could be the three witches in what turns out to be futuristic thriller re-write of *Macbeth*. We have Stalinist purges, a Macbeth ex-cabinet minister (Derek Godfrey) who resists the call to arms in California, drinking himself to death by his swimming pool. An African leader is Banquo's ghost, played by the same actor, John Bowe, who was Beatty's best friend.

Barry Kyle's production, flanked by a strange score of singles by Nick Bick, is a rich and ambitious piece of work. It

is particularly good at conveying the uneasy camaraderie between the Labour politicians, headed by David Waller's ruthless Prime Minister, lolling around in a self-satisfied lard of 37 years' loyalty to the cause. A Northern brass band rally is trapped in the image of a line of men draining pints in grey plastic mugs. And Besty's act of regicide in a Northern bungalow, egged on by the extreme blandishments of his lover (Dominic Blythe), is an exciting flash-point where public ambition and private loyalties carry the full impact of the model.

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## CRICKET BY TREVOR BAILEY

## Lord's Test fails to please the crowd

MOST OF the cricket served up during the first three days of the Lord's Test has seldom been, apart from the fielding, more than mundane. It has certainly failed to do justice to the setting, the capacity crowds or the occasion. The blunder not to recommence play on Friday evening—when the sun shone after the umpires had come off for bad light—was the time taken to remove the covers, and a sluggish over rate have not assisted.

Apart from two sparkling cameos from Gooch and Wood, nobody has produced an outstanding innings. The number of memorable strokes, mainly square cuts and hooks, can almost be counted on the fingers of two hands.

The game now seems to be drifting steadily towards a draw. Providing the pitch was easy paced, this has always appeared the most likely outcome, because in these circumstances the visitors managed to escape. They might even secure a first in the second half, though, with the second new ball still in play, this is unlikely.

Their recovery was helped by a plague of no balls from

which is rather anaemic by international standards, to bowl out their opponents twice in the time available, even though the Australian batting is short of both runs and depth.

Have the Aussies this century ever arrived at Lord's without a single first class century to their credit, and with their main batsmen averaging between 25 and 35?

With this type of form and four back in the pavilion at lunch on Saturday, Botham were well in command. There were even thoughts of his achieving that long awaited first Test win, especially as the pitch and atmosphere gave his bowlers more encouragement than ear-splitting cuts and hooks, mainly square cuts and hooks, can almost be counted on the fingers of two hands.

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Willis and Dilley, and the failure of our seam bowlers to maintain a consistent line and length. Willis did worry all the batsmen with his bounce and movement off the pitch but he was hardly used after the tea interval presumably because he was not well.

From the England point of view, the most encouraging feature was that for several overs Botham looked the fine attacking bowler he was two summers ago.

But Dilley, apart from the occasional good delivery, disappointed. His action does not yet appear to be sufficiently grooved. His long walk back is depressingly slow.

At this stage, Australia have good reason to be satisfied with their performance. After all, they are one up in the series and would be well satisfied with the draw and the prospect of a pitch at Headingley which their pace bowlers are likely to exploit rather better than England.

In addition to the fight back by the middle order, their two young quickies—Lawson and Alderman—were more menacing than their opposite numbers even though the wicket was easier and the opposing batting stronger.

Lawson is fast enough to hurry batsmen even on a slow pitch, his bounce accounting for both Gooch and Woolmer. He maintained his pace for 43 overs. His figures of seven for 81 speak for themselves. With the support of a large number of slips he never stopped attacking.

His principal partner was Alderman since Lillee was well below his best. Alderman has a fine action, excellent control and possesses all the attributes of a top class seamer, of which there is an acute shortage at the present time. He deserved better figures.

Could it be that, in addition to the large number of pace bowlers from overseas currently dominating the county scene and with so many limited-overs matches when containment is the main consideration, that too many of our home born best prospects are concentrating too much on keeping the opposing batsmen quiet rather than bowling them out?

IT WAS poetic justice that the 22-year-old American, John McEnroe, should have beaten Bjorn Borg, 25, in Saturday's Wimbledon, for last year it was the left-handed American who had faced Jimmy Connors in the semi-final. That punishing four sets win, plus match congestion due to rain, left McEnroe drained.

This year, it was Borg's turn, and one can only sympathise with the five times' champion that in Thursday's magnificent semi-final Connors should have chosen to produce probably the best tennis of his distinguished career.

Not that Jimmy would accept that assessment. The ultimate professional, to him winning is the only thing that matters.

In the 1980 final, McEnroe's service power had threatened to swamp the Swede, but a two sets lead was denied him.

This time, they both started faster. Borg's ground stroke superiority gave him the opening set.

But McEnroe, serving well throughout for the first time

success—worth £21,600 to the American—spanned 3 hours and 23 minutes of high-calibre play that stamped McEnroe as the most versatile and talented shot-maker of his generation.

It was the 13th meeting between these two since 1978 when McEnroe won their first encounter in Stockholm to become the first player younger than Borg to beat him.

McEnroe also became the 13th American to win at Wimbledon since World War II. None of the previous 12 ever won the title again. Such is McEnroe's genius, he could surely break that record if he so chooses.

He might not. Already aware of earlier fines of \$2,250 (and a further \$2,500 recommended), McEnroe was told as he was leaving the ground of the decision to recommend to the Men's Pro Council that he should be fined the maximum \$10,000 and be suspended for three weeks following his outburst in his semi-final against Rod Fawley.

Not surprisingly, he did not attend the champions' dinner. The fines were justified.

More than 358,000 fans attended the 12 days of play—about 15,000 more than in 1979.



## FINANCIAL TIMES

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## A weekend of rioting

NO-ONE should come to hasty conclusions about the riots in the West London suburb of Southall and the Liverpool district of Toxteth last weekend. In the first place, riots—where the police tend to find themselves in the middle—are not new, even in England. In the 1960s, confrontations frequently took place between white mods and white rockers, causing considerable damage to property.

Racism is not a new phenomenon either. In the 1930s, when the number of blacks in Britain was small, the fascists marched against the Jews; hence the introduction of the Public Order Act 1936, which is still in force today. A tendency to violence and intolerance was always there. It would thus be rash to conclude that the latest developments are entirely attributable either to the rise in unemployment or to the rise in the black population, or even a mixture of both.

## The police

Nevertheless, street rioting is becoming if not a way of life, then at least an increasingly familiar occurrence in some inner cities. Last weekend was the first time when serious violence broke out in two places at once: there could be a multiplier effect.

Three factors stand out about recent events, whether in Southall, Toxteth, Brixton or Bristol. The first is the trend towards escalation. The use of the Molotov cocktail, for instance, can now be introduced within hours of trouble occurring. This suggests a degree of pre-planning. If this trend persists, the police will have to be better equipped to deal with it. In France the police use water hose and tear gas.

The second factor is the way that in some cases the police themselves seem to have become the object of attack. Various explanations have been given. According to police spokesmen, crime is rife within parts of the black community and criminals must be pursued, regardless of their colour. According to some spokesmen for the black community, however, the blacks feel themselves harassed by continual police interference. It is often the arrest of a black youth which leads to violent incidents.

## Reform of higher education

A COMMON CRITICISM of the UK Government's decision to cut higher education is that only about one in eight of British 18-year-olds go on to full-time higher studies—a lower proportion than in most developed countries. But such direct comparisons can be misleading.

The specialised honours course mainly taken by 18-year-olds at UK universities is often of an academic level more associated with postgraduate study elsewhere. There is also evidence of a growing tendency for academically able school-leavers to find employment rather than become full-time students, and undertake their higher education on a part-time basis later in their career.

This probably explains the University Grants Committee's decision to increase places for part-time students at the 42 British universities by 5.7 per cent to 45,490 by 1983-84. Over the same period full-time places for students from Britain and the other EEC countries are due to decrease by 4.7 per cent to 248,720. The change will leave only 48 per cent of the remaining full-time students in arts and social studies faculties, compared with just over half last year.

## Severe

There will be a rise from 41 to 42 per cent in those studying science and technology, and one from 8.9 to 9.2 per cent in students of medicine and dentistry. And this shift, however small, does emphasise the higher education towards the sciences of the committee's proposals, as the first step in reducing UK higher education to a size and shape the country can afford.

The slight change in total, however, is to entail severe reductions in the student populations of certain institutions. There are to be cuts of 30 per cent at Salford and of 22 per cent at Aston—both established relatively recently to concentrate on technological studies—and of more than 10 per cent at six others.

The University Grants Committee refuses to discuss publicly the grounds for such drastic pruning since as the body formed to shield the legally independent universities from Government supervision,

There is here a genuine dilemma. It would be a fundamental change in British society if the police were no longer to be generally trusted. Yet it would be no less of a change if the police were to allow crime and violence to flourish in what might be called no-go areas. Somehow the police will have to make it understood that they are looking only for criminals and, when incidents occur between blacks and whites, that their only purpose is impartially to restore order. Relations between the police and the black community must be improved.

## Discrimination

The third and perhaps most important factor that emerges from recent developments is the absence of any firm determination in this country to outlaw racial discrimination. In this, Britain is quite different from the U.S. In the 1960s, it seemed that American race riots were the wave of the future. They were checked when the federal government set an example from the top by declaring that discrimination must come to an end.

No comparable effort has ever been made in Britain, least of all from the top. Condemnations of racial prejudice in this country are at best half-hearted and only rarely turned into action. Mrs Thatcher's best-known pronouncement on the subject was her remark about "British fears of being swamped by people with a different culture." In fact, it is no longer a question of immigration. It is a matter of providing equal rights and opportunities for those blacks already here, many of whom were born here.

## Employers

There is room for argument about whether further changes are required in the law. We would prefer to await the outcome of the Scammell inquiry into what happened at Brixton, and why. Meanwhile, there is a role for employers in seeking the widest possible recruitment regardless of their colour. The determination to end discrimination must be seen to go all the way down the line. If that example can be set, it should also help the police in their relations with the black community.

A TRANS-ATLANTIC tussle is shaping up over the world's most frenetic and fastest growing money market. The spectacularly successful financial futures show—trading in forward contracts in interest rates and currencies—makes its debut in London next year after a record-breaking opening run in Chicago.

Financial futures markets strip money down to the status of a commodity that can be freely traded for future dates as well as in the present. Financial futures can be used to make—and lose—large sums of money for profit-hungry banks and speculators. But they also have the solidly no-nonsense function of allowing companies and investors to "hedge" or insure against risks on volatile foreign exchange and credit markets.

The backers of the London futures exchange—planned to start next spring or summer—believe they have a box-office hit on their hands. Unlike other commercial ventures, financial futures thrive on instability and uncertainty—and there is no shortage of either at present. The London market's first offer of 200 membership places has just been drastically oversubscribed.

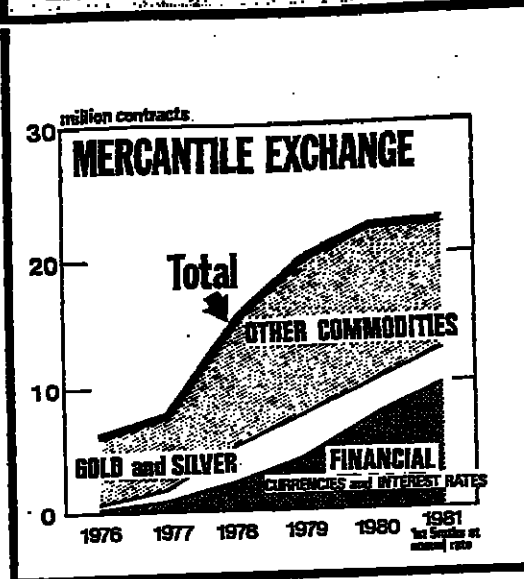
The City has the initial low-key aim of complementing rather than challenging the Chicago exchanges, the Board of Trade and the Mercantile Exchange. The Big Two pioneered financial futures during the 1970s, and after a slow start, have been raking in the receipts ever since.

In the longer run, however, the opening of the London market may herald the start of a battle for power and prestige between the two centres. London undoubtedly faces a struggle to match the drama and crowd-pulling appeal of Chicago. Already the U.S. has tried to transplant financial futures from the shores of Lake Michigan to the money metropolis of New York.

But the Wall Street market which started last autumn is generally regarded as a flop. There is however more at stake than simply whether the London market can hold its own with Chicago.

As different as port and bourbon, two widely separated types of financial fraternity are being

## HOW THE CHICAGO FUTURES EXCHANGES HAVE GROWN



drawn into competition—the silky-voiced bankers of the City and the grizzled commodity market barons of the American mid-West.

One London financial manager who has followed developments on both sides of the Atlantic sums it up thus: "The Chicago people think they've seen off the stumblebums in New York and now it's the turn of the City. In London, on the other hand, we say: 'Who are these hicks in Chicago? They don't know what these markets are all about.'"

Financial futures markets allow traders to buy or sell standard quantities of currencies and interest rate instruments at pre-determined dates in the future.

Futures dealing is not for the faint-hearted. In full swing, the Chicago trading floor scene is a cross between Derby Day and the sinking of the Titanic. The full price of the contract is not paid until it matures, though the buyer must put up a small percentage of the value of the contract as a "performance bond" or margin. Thus, for a relatively small out-

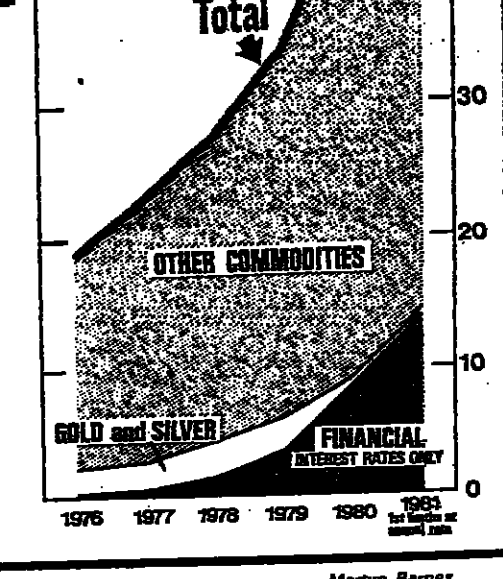
lay, a speculator or hedger can invest in a large volume of financial instruments.

In view of sharp rises in interest rates, this feature of "putting in a little and getting a lot"—as one Chicago dealer puts it—has attracted a lot of people into financial futures in recent years. It also heightens the risks.

Turbulence on the currency markets and more recently—unprecedented volatility of U.S. interest rates have provided a powerful engine for growth of the financial futures markets. By buying or selling, say, Treasury bills or D-Marks at set rates for three or six months ahead, banks, brokers, companies and investment institutions can "lock in" the cost of the transaction and guard against unfavourable rate fluctuations.

Testifying to the staggering growth of the Chicago markets, monthly trading volume in foreign currencies and Treasury bills on the International Monetary Market, the financial futures division of the Mercantile Exchange has expanded more than 30-fold during the last five years. Volume during

## BOARD OF TRADE



the first five months this year rose 35 per cent compared with the same 1980 period.

On the Board of Trade, the older of the two exchanges (it started in 1848), the increase in business has been even bigger. The Board trades only interest rate futures (mainly Treasury bonds)—and it is here, rather than in currencies, that the largest growth rates have been registered this year.

Interest rate future volume at the Board has risen more than 100-fold since 1976—and volume so far this year is running at double 1980's level. (Volume figures for the two exchanges are not strictly comparable because of the different sizes of contracts. The IMM's Treasury bill contract, for instance, is for \$1m, while the Board trades in Treasury bonds in units of \$100,000.)

Because they are running out of floor trading space, both exchanges are planning to move soon to new and bigger buildings in downtown Chicago.

Significantly, financial futures trading is growing much faster than the traditional commodities—everything from live hogs to soy beans—traded on the

## HOW TO USE FINANCIAL FUTURES

THE TWO essential elements in the financial futures equation are (a) the price agreed in advance on the futures contract and (b) the price of the contract when it reaches maturity, which depends on subsequent movements of the spot price of currencies or interest rate instruments on financial markets.

The difference between (a) and (b) is the profit or loss accruing to the trader. One example of where futures trading can be used to reduce risks is when a U.S. pension fund forecasts a fall in interest rates but does not have the money to put into an outright deposit. Instead, it buys a futures contract in three month U.S. Treasury bills.

If interest rates do indeed fall, the price of the contract will rise. The pension fund can sell for a profit after three months—

gaining compensation for the loss it would otherwise have suffered because of the lack of cash to make the outright investment.

Many banks and investment institutions buying new issues of U.S. Treasury bonds these days automatically hedge their positions by selling forward on the futures market.

If interest rates rise, the capital value of the newly-purchased bonds would fall. But banks would be compensated for this loss by an equivalent fall in the value of futures contracts. This would allow them to make a profit by buying back an equivalent Treasury bond contract at below the originally agreed selling price.

Companies hedging forward export and import contracts can use the financial futures markets as an alternative to the forward rates quoted by banks.

exchanges. Many dealers tend to move from pork belly trading to Treasury bills when they realise where the growth and the money are.

As well as responding to volatility futures markets are widely suspected of contributing to it too. Both the West German Bundesbank and the New York Federal Reserve Bank believe that trading on the International Monetary Market can add to currency fluctuations.

With the sterling/dollar the most widely traded currency contract on the IMM last year, the Bank of England also keeps a watchful eye on Chicago. Heavy selling of pounds on the IMM was one of the main factors behind sterling's fresh plunge last week.

The market that has missed out is the New York Futures Exchange, a subsidiary of the New York Stock Exchange. It was set up amid great fanfare last August. But Treasury bond and bill trading has been disappointingly low and no currencies have been traded at all since February.

New York's chief problem is that it has failed to attract the

professional dealers—and straight-forward gamblers—who have supplied liquidity to the Chicago exchange for generations. Without this element, commercial orders have simply dried up. The same fate could await the London market.

NYFE hopes for a shot in the arm when new contracts—certificates of deposit (CDs) in both domestic and Euro-dollars—are introduced on all three U.S. exchanges.

The New York exchange is due this week to start futures trading in domestic CDs, following the green light from the Commodity Futures Trading Commission, which regulates the commodity markets and the financial futures industry. The other two exchanges also hope to be given the go-ahead soon.

Meanwhile, underlining the fierce Chicago competitive spirit, the Board of Trade is toying with the idea of introducing 24-hour trading in key commodities perhaps next year. This would be part of a deliberate bid to win business not only from the City's financial futures market but also from the London gold futures exchange which is planned to start this year.

## Wanted: 'a definite group of speculators'

MR JOHN BARKSHIRE, the chairman of money brokers Mercantile House and prime mover of the plans to set up a financial futures exchange in London, is regarded with respect and curiosity by the gritty commodity dealers on the Chicago trading floors.

Mr Barkshire, public school-educated and a member of the MCC, looks a world apart from the frozen chicken trading pits of the American mid-West.

As chairman of the steering committee working to set up the London market, Mr Barkshire has spent every lunch-

time during the past four or five months talking about financial futures.

His lunchtime programme of educating potential users is booked up until September. When he went to Japan for the day recently to open Mercantile House's new offices in Tokyo, financial futures were the main topic of conversation there as well.

There has been no shortage of interest in the City about the new venture—and some envy from the Continent. Apart from the U.S. financial futures exchanges are already operating in Canada and Aus-

tralia, but London's will be the first in Europe.

The steering committee's offer of an initial 200 membership places at £20,000 apiece (only one sixth of the price of a Chicago Board of Trade seat) has been well oversubscribed and a ballot will have to be held to decide allocations.

Most of the 342 applications have come from banks (including all of Britain's clearing and several large U.S. banks), stockbrokers, discount houses, commodity brokers and bond dealers. Around 10 brokers from Chicago have

applied to join, as well as a few institutions from the Middle and Far East and a smattering of wealthy individuals.

London plans to offer futures contracts in the dollar against sterling, D-Marks, Swiss francs and yen, together with short-term Eurodollar and sterling interest rates and gilt-edged stocks.

Mr Barkshire is undaunted by the failure of New York to challenge the Chicago exchanges. "New York simply duplicated Chicago—the same time zone, the same contracts and no commercial base to

provide liquidity. The London market will complement Chicago because of the different time zone. And we will attract liquidity from the successful and highly liquid London money markets."

Not surprisingly, Chicago has a different view. According to Mr Lev Melamed, special counsel to the Chicago Mercantile Exchange, the London market is "not a heavy favourite."

Mr Melamed says Chicago has encouraged formation of the London market because it will broaden the use of financial futures. But the

London exchange will need a "definite group of speculators to create activity."

Noting that London institutions are trying to gain experience of the Chicago scene by sending dealers to examine the U.S. markets, Mr Alex McCallum, a vice-president at the Mercantile Exchange, jokes that the London market could "worse than importing 50 brokers from Chicago to start the ball rolling."

British company treasurers have been examining the proposed market, but look certain to make caution their watch-word.

## MEN AND MATTERS

## Aston Martin's over drive

Much head-scratching speculation in the motor industry about what is going on under the bonnet of Aston Martin. Managing director John Symonds quits next month just as the illustrious old sporting carriage company at Newport Pagnell gets on the move again after its January takeover by Pace Petroleum and CH Industrials.

Symonds is going to an unspecified job in engineering, but outside the motor industry in what is going on under the bonnet of Aston Martin. Managing director John Symonds quits next month just as the illustrious old sporting carriage company at Newport Pagnell gets on the move again after its January takeover by Pace Petroleum and CH Industrials.

He seems anxious to dispel any notion that he has not been getting along with Pace's ebullient Victor Gauntlett or the more conservative CH boss Tim Hearley, Aston's co-chairman. "It's difficult to give a single, specific reason for

leaving," he says. "It's certainly not in a fit of pique or animosity. But just looking at my career in general, it appeared an appropriate time to make a move."

Yet Aston's ambitious drive towards a surer financial future under its eighth set of owners since the early 1920s would seem to be just the job for Symonds. The company intends to add to its primary business of producing a few luxury cars a week by selling its technical and engineering skills to other manufacturers and, probably, by making a range of up-market versions of other cars. There should add to the broad cross-the-industry appeal and close teamwork that attracted Symonds to Aston two years ago from a specialised slot in the volume car industry at BL's Pressed Steel Fisher.

Needs felt then have now been fulfilled. Symonds responds. Not least in the successful marrying of Aston's craft skills with more efficient production techniques to achieve a 20 per cent improvement in productivity without anyone blowing a gasket.

## Food counter

David Thompson only just finished his shopping in time for Wimbledon at the weekend—quickly snapping up a lot of tinned gooseberries and a couple of processing plants from the receiver of Lockwoods Foods. The lot went into his Hillsdown Holdings bag which already contains some 50 businesses ranging from stationery to chemicals with a turnover last year of £77m.

Thompson's business appetite, however, was sharpened in the food trade. Grandfather and father before him were in meat and it was only in 1973, seven years after the family business had gone public and been swallowed by J. B. Eastwood, that he branched out on his own. Hillsdown subsidiary Swan Food International now claims supply 80 per cent of Britain's £7m market for frozen

rabbit which it imports from China.

Thompson shyly admits that he has never eaten rabbit. But his ruddy complexion glows with relish at the prospect of tackling Lockwoods' business leftovers. With former Lockwoods director Colin Lazenby installed as his chief executive today, Thompson reckons he can revive consumer interest by applying more marketing expertise to a business which had been languishing under old-fashioned labels like Hunters Roly-Poly and Be Ze Be Honey.

## Means business

The Government—sustaining economic optimism of the London Business School seems to have been rapidly justified in one area at least—that of its own finances. While the universities are to have their grants cut by an average 8.5 per cent over the next three years, the LBS will get a near 15 per cent increase to £1.49m.

This exception to its own forecasters' general rule of falling or stable public expenditure is due mainly, says deputy principal Professor Peter Moore, to the development of the School's new academic block and student accommodation in Park Road.

When the LBS embarked on this £3.6m project, there were many who considered it a bit of a gamble, given the effects of the recession on the demand from industry for special management courses.

The UGC obviously regards the expansion plans now as a good bet. Student numbers will increase by 70 per cent to 280 and the UGC is not only increasing its recurrent grant but chipping in another £100,000 for furniture and equipment.

Even so, says Moore, the School's spending per student ratio will decline over the coming years, though not nearly so fast as it will at Manchester Business School. Manchester's grant has been cut by £130,000 even though its student numbers are due to rise by 42 per cent to 170. No wonder the

outlook is becoming even gloomier in the North.

## Arts pages

Though there is much to admire in the pink pages around me, I must confess I had never quite seen them as an art form. But while other newspapers may provide the wrapping for tomorrow's fish and chips, the FT has become a basic material for the works of Swiss artist Lilliane Levy.

No sooner has her husband, a former Zurich shoe retailer turned farmer near Ashford, Kent, finished his reading than Mrs Levy puts the paper to more aesthetic use. It is not merely the colour that pleases her, but the texture of the newsprint as well. Not so much the design of the headlines that fits into her scheme of things but the messages they convey.

Mrs Levy, who now teaches art and has exhibited in Switzerland and Italy, uses the material alone, weaving it into briskly whirling shapes; and, more ambitiously, as a backdrop on which she superimposes drawings and photographs.

The FT pages feature particularly prominently in a series of three-dimensional works which Mrs Levy produced following an archaeological trip to Peru recently. "The FT headlines seemed to me to capture the essential impact of European business on a primitive and mystical country," she says.

## All at sea

From the University of Chicago, home of Professor Milton Friedman, comes news of an exciting discovery: Christopher Columbus was an economist. The researchers admit they are still looking for academic proof but say the facts are self-evident. When he set off, he did not know where he was going; when he arrived, he did not know where he was; and he did it all on public money.

Observer



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## FINANCIAL TIMES SURVEY

Monday July 6 1981

# Japan

## THE INFORMATION REVOLUTION

SINCE THE end of World War II, when it emerged from total military defeat with its industry in ruins, Japan's technology has undergone a number of striking changes. The absorption of Western know-how in industries like steel and shipbuilding and its application on a far larger scale than had been dreamed of by the originators was one of the forces that boosted the economy into orbit in the fifties and sixties.

From the mid-sixties onwards Japan's supply-led investment policies (meaning, basically, the strategy of installing massive production capacity first and only thinking how to sell the resulting output afterwards) produced the highest GNP growth rates in the world and established the Japanese economy as second to that of the U.S.

Phase Three in Japan's post-war economic growth is the phase which this survey attempts to describe. It has involved a striking improvement in both energy and manpower productivity rates over the past five years, allowed the economy to sail almost unscathed through two oil crises and has helped to create what are almost certainly the worst tensions in existence at present between any advanced industrial country and its trading partners.

The key to the revolution has been the diffusion and penetration of advanced electronic technology into all departments of Japanese life but, in the opinion of many, this already remarkable process may be only just beginning. The 1980s look like being the information era for Japan just as the sixties and early seventies were the era of conventional mass production. The simplest way to appreciate what has been happening

in Japan in the field of electronics—and information related products—during the past five years is simply to study the production statistics for major industries. In both computers and integrated circuits, the basic raw material of today's computer industry, Japan ranks second after the

U.S. and well ahead of any European countries. The growth rate of both industries in Japan also happens to be the highest in the world—ranging between 15 and 20 per cent in recent years.

At the same time the quality and sophistication of their products has been improving rapidly. Two Japanese computer manufacturers, Hitachi and NEC, today claim to offer computers with a larger memory capacity and superior overall performance to IBM's best—although it does not necessarily follow that Japan can match American skills in software.

In the IC industry Japan ranked as an also-ran until at least the mid-1970s but can now claim to be equal with, if not ahead of, the U.S. In the production of IC memories, Japan is estimated to control more than two-thirds of the world market for IC memory chips with 64 kilobit random access memories. The defect ratio of such chips produced by Japanese factories has been estimated at about one-sixth of that for U.S. microchips. In microprocessors Japan has yet

to match American production volumes, and possibly standards. But this looks suspiciously like a case of deliberate abstention by the Japanese manufacturers from a market which does not offer the same economies of scale as the memory chip market.

The subject of how Japan has applied electronics techniques emerges imperceptibly into the question how and why it is turning out electronics products in such quantities. To sum up a complex situation—Japan has already achieved the world's highest computer population (per head of humans) as well as the highest rate of diffusion of robots in its industries. But it may nevertheless only just be starting to realise the full possibilities of these two standard products of the information revolution.

More recently Japan has begun to tackle the question of what used to be regarded as conventional mass production industries is one branch of the information revolution in which Japan is undoubtedly a leader. Japanese pin-ball, pachinko, parlour operators, have long since used mini-computers to assess the yield rate of their machines while a typical Japanese integrated steel plant employs almost as many computer programmers and operators as it does conventional blue collar workers.

Computerisation and Robotisation, however, are not the end of the story. Japan led the West from the late 1960s onwards in using cheap mass produced integrated circuits in new consumer gadgets such as desk top calculators as small as visiting cards which can do square roots and multiplication and division.

how to use ICs to save energy and increase efficiency in the heavy electrical industry. Last but by no means least Japan is active in the two kindred areas of optical fibre development—where the state telecommunications monopoly, Nippon Telephone and Telegraph, is a leader—and in peripherals, a blanket phrase covering devices that can read, hear and even smell and which provide an essential link between the core sections of information devices and the outside world.

The revolution in micro-electronics which has caught hold of Japan means that for the foreseeable future, that is for perhaps the next decade or so, industries which produce electronics goods or can use their technologies (or, as in the case of the chemical industry, are suppliers of materials used in the electronics industry) will remain the main growth areas of the Japanese economy.

The revolution also means that, unless Western countries rapidly follow suit, Japan may continue to find itself flooding Western markets with goods that the U.S. and Europe either do not yet produce (as has been the case with the two Japanese varieties of video tape recorders) or cannot make with the same degree of sophistication.

Before all this is ascribed to the inhuman efficiency of Japanese workers, or to the ruthless cunning of Japanese managers and economic bureaucrats, it might be as well to take a look at the origin of the electronic revolution in Japan if only because, by doing so, light may be shed on where the country is going to go next.

The "informationisation" of Japan (to use a monstrous new English word recently coined by the Ministry of International Trade and Industry) can, at the risk of gross oversimplification,



Production line at the Matsushita (National Panasonic) TV plant in Tokyo

be ascribed to two background causes: the existence of a hyper-competitive environment in Japanese industry (at least compared with Western Europe) and the vulnerability of Japan to energy and other raw materials shortages.

Japan's competitive environment, symbolised by the large number of independent companies in many key industries and their reluctance to merge with one another, explains why there has been a rush to be first on the bandwagon of introducing electronic techniques into so many new sectors. Energy vulnerability, though often regarded as the Achilles Heel of an otherwise strong economy, explains why Japan has launched a concerted national effort to increase productivity and to build a new industrial structure which would use the minimum input of imported energy.

The slogan under which this was done—promoting "know-

ledge-intensive" industries—actually dates from just before the first oil crisis of 1973 but became considerably more compelling afterwards. It amounts to an emphasis on the need to step up added value across the board which, in practice, has often turned out to mean the same thing as introducing electronic techniques into industries that were once purely mechanical.

A factor in Japan's success which cannot be ranked on the same level as competition or external necessity, but which nevertheless deserves very careful consideration in any review of the country's recent progress, is technological innovation. Japan did not invent the basic technologies which have made possible its new phase of successful growth and would appear, even today, not to have drawn level with the West in its capacity to produce fundamentally new ideas in science or engineering.

CONTENTS	
The economy	II
Technology	III
Information networks	IV
Corporate structure	IV
Education	V
Finance	V
Export trade	VI
Defence policy	VI
Competitive forces	VII
Government	VIII
Labour	VIII
Foreign policy	IX
International aid	IX
Computer developments	X
Integrated circuits	X
Communications	XI
New materials	XI
Productivity	XII
Automation	XII
Ageing society	XIII
Leisure industry	XIII
Think-tanks	XIV
Software sector	XIV
Personality profiles	XV, XVI

The fact that Japan has not been an originator, but rather a refiner and applier of the inspirations of others, has turned out to be both a strength and a weakness.

It is a strength in that Japanese companies spending perhaps one-third as much as their American counterparts on research and development have nevertheless managed to come up with products that have beaten the U.S. competition in the market place—the reason being that nearly all of Japan's R and D is market-oriented whereas in the U.S. much research is "unfocused" and therefore likely to cost far more in relation to marketable results.

Japan's relatively slight involvement in basic R and D is a weakness for two other reasons, one of which may never matter (depending on the luck of the

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NEXT PAGE

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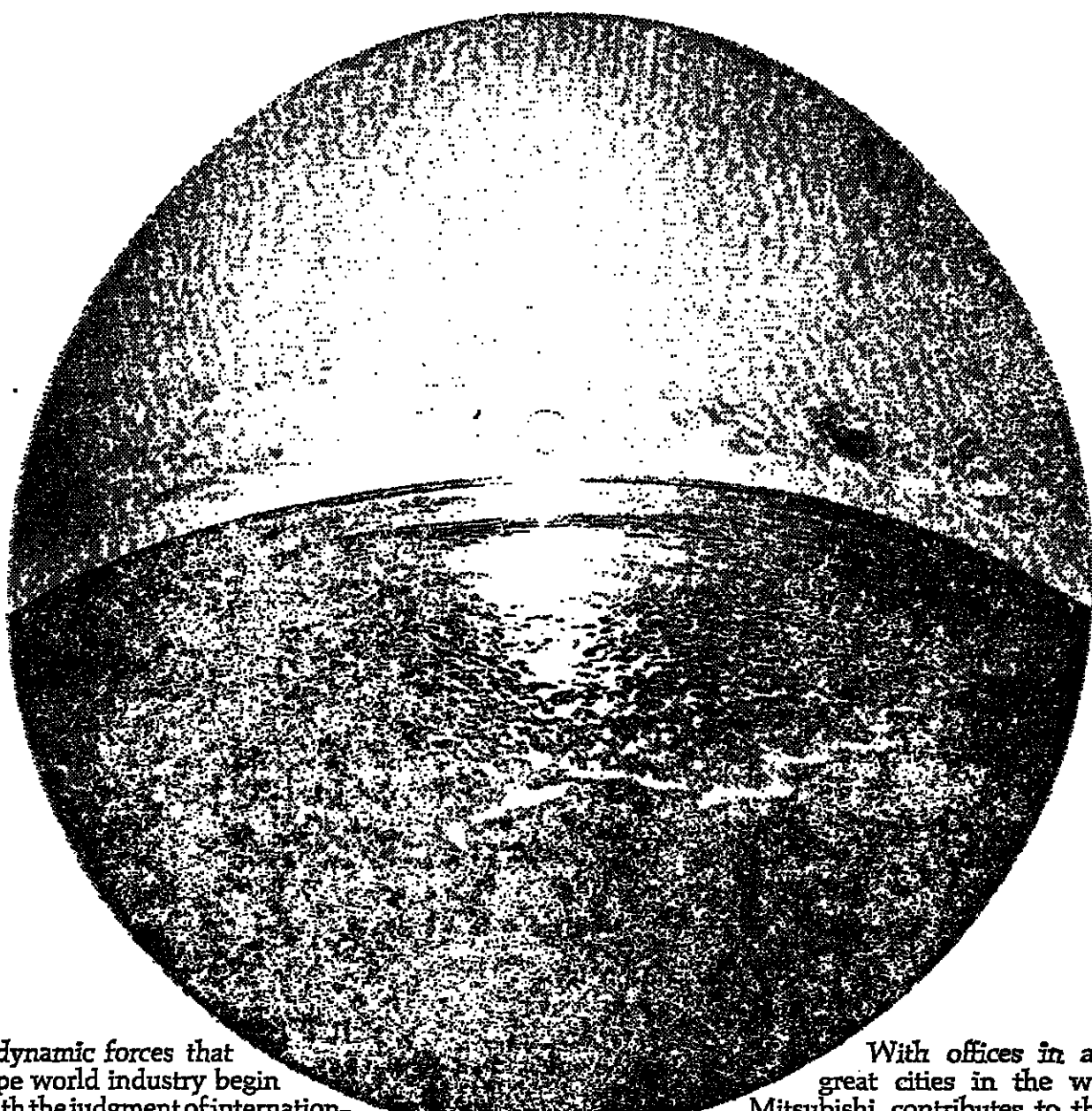
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## Information revolution

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PREVIOUS PAGE

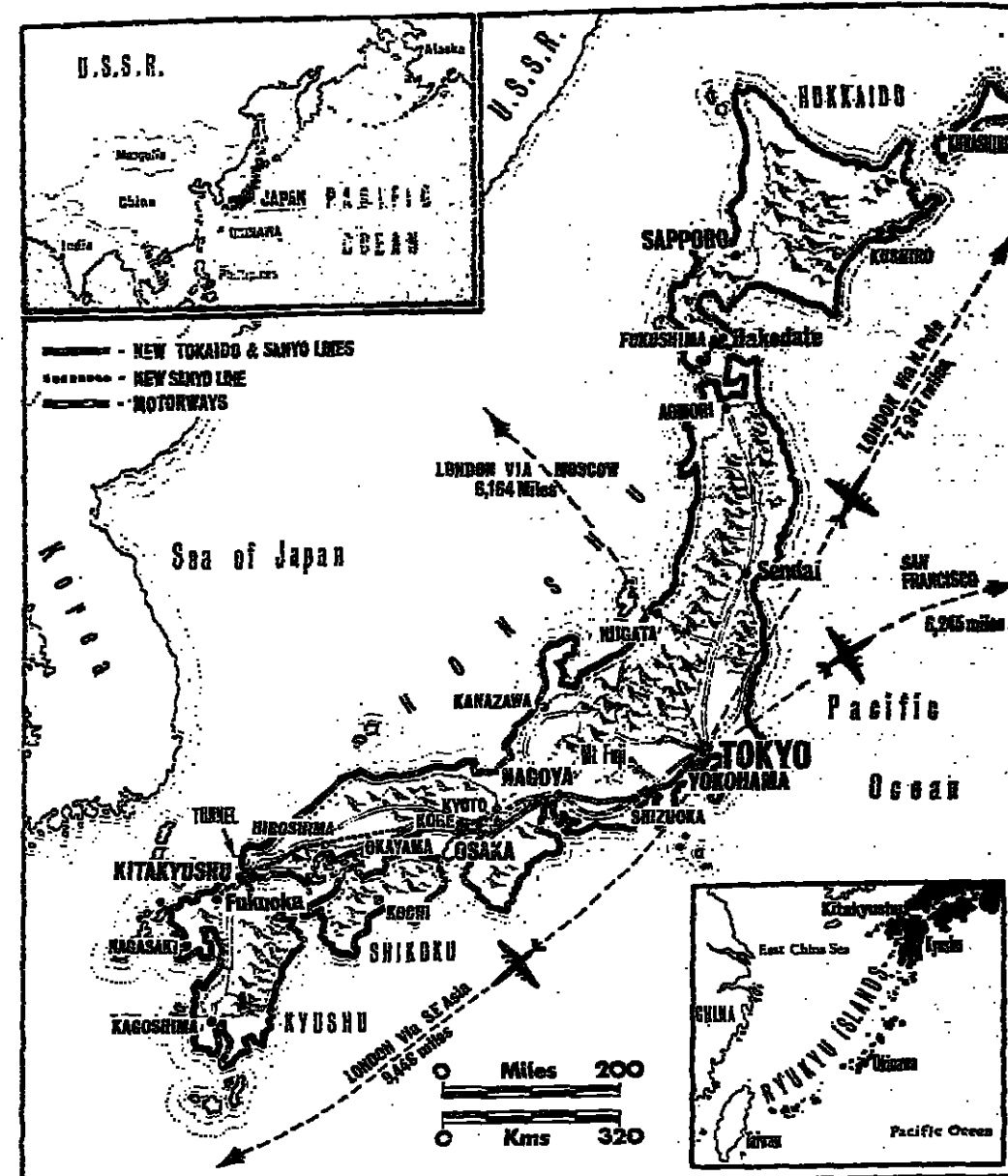
draw) although the other is most certainly significant.

The first worry is that Japan could, just conceivably, be left badly behind when the next generation of new ideas (in electronics or any other industry) is introduced by American or European researchers. The second is that, by cashing in on the ideas of others while failing to contribute to the international "store" of knowledge, Japan could be exacerbating the resentment of trading partners against its manufacturing and marketing successes.

Japanese analysts who are worried about the imbalance between their country's manufacturing and marketing pre-eminence on the one hand and its relative backwardness in advanced technology on the other have two lines of approach on how to solve the problem. One is that Japan will "never" (or almost certainly never) equal U.S. performance in advanced research until it is obliged to spend heavily on arms development. A second view is that the country should make a conscious and deliberate attempt to develop new forms of technology which might "interlock" with technologies being developed in the West.

Failure to achieve an interlocking (as opposed to a dependent) relationship with American technology could, in the view of one well-known Japanese economist, result in Japan becoming the manufacturing centre of the world while remaining almost permanently at odds with its trading partners in advanced Western countries.

Viewed from the West, one of the main challenges posed by Japan's information revolution is the very simple one of keep-



ing track of what is going on. Japanese businessmen and technicians mastered English after the war to be able to absorb the industrial know-how that was to be essential to the country's economic resurgence. Today, Japanese industry is producing an immense range of innovative (if marginal) improvements in

Western ways of doing things which the West needs to be able to understand and evaluate if it is to keep pace in the competitive race.

Recognition that an information gap exists (on the Western not the Japanese side) may be the first pre-requisite for ironing out some of the inequalities that

have grown up in the past five years as Japan has forged ahead with its new phase of economic development. Bridging the gap is something else again — but is hardly likely to be possible if the predominant reaction to Japan's success is how to prevent it from impinging on Western economies.

## Rapid underlying changes in economic structure

### ECONOMY

RICHARD HANSON

JAPAN IS anticipating a fairly long period of low, by its standards, economic growth. Government forecasts for the 1980s set a real rate of 5 per cent to 6 per cent (though these may be revised downwards by the Economic Planning Agency).

In the financial year which ended March 1981, Japan successfully absorbed the inflationary impact of the second oil crisis. The economy is currently climbing out of the deflationary trough created by the last round of steep oil price increases.

Real growth in 1980-81 was 5 per cent against 6.1 per cent in the previous year. The rate of inflation fell back to around 6 per cent by year end from a peak of nearly 9 per cent early last autumn.

The patterns of economic growth since the first oil crisis broke in 1973 have been rather disturbing to Japan's trading partners, lapsing as was the case again last year into periods of strong export-led activity.

Domestic factors last year contributed less than one quarter of real GNP growth. The protectionist reactions to surging exports are one portent along with continued sluggish economic activity in many western countries of the difficulty of maintaining export growth. This year economists are counting on an upturn in domestic private consumption, which grew only 1.3 per cent in 1980, and continued corporate spending on new plant and equipment as the recovery widens. The official 1981 forecast of 5.3 per cent growth looks rather steep to many.

### Theories

What the GNP growth figures do not reveal is how rapidly certain underlying changes in the structure of the economy have been taking place. In many cases quite independently of ups and downs in the business cycle which traditionally have determined economic behaviour.

Since the income doubling policies of the late 1950s launched the economic miracle, Japan has proved a model for theories linking real rates of growth with real rates of investment. Capital spending from 1965 to 1973 averaged annual increases of 15.1 per cent, dropping to 4.1 per cent in 1973 to 1978.

An even more telling indicator is the rate of spending on plant and equipment compared with GNP. This hit a low of 12.1 per cent in 1965 during the first major recession of the high growth period.

Since 1970 when spending peaked at 19.5 per cent, the indicator has remained well above the 15 per cent level. By comparison President Reagan is hoping his package of dramatic economic measures will eventually lift U.S. spending to the 15 per cent mark from about 11 per cent last year.

Japan can afford to maintain

a high rate of investment, in part because the average Japanese citizen has not lost his or her enthusiasm to save — about 20 per cent of income against 5.6 per cent in the U.S. last year — creating large pools of investible funds.

There have, however, been significant changes in investment habits. The burst of spending which occurred in the late 1960s, and the record high levels of 1973 and 1974 — before the economic bubble burst — was aimed primarily at capacity expansion. The fact that many Japanese manufacturers had new plant capacity was a plus in gearing up for exports to stimulate economic growth again. But the oil crisis left broad segments of industry, such as steel, with chronic over-capacity, and with plant which consumed large amounts of energy.

To their credit, Japanese managers faced up to the challenge. Many fortunately had funds at their disposal because of the slowdown in economic activity. By using them effectively Japan turned the oil shock into an advantage of sorts, jumping ahead of the West in making adjustments which were essential for overcoming the second oil crisis.

In the upturn in capital investment seen since 1978 — when spending rose 10 per cent — new patterns emerged distinct from those of the era of high growth. These can be summarised as: A gain in the relative importance of spending to replace obsolete equipment as against spending to increase capacity. Investment aimed at rationalisation, reducing labour and saving energy based on new

technology. Investment for research and development of new products. Typical examples are semiconductors, computers, numerical control machine tools and industrial robots.

Japan quickly became the most efficient user of energy in the industrial world. Moreover, investments of this nature have contributed to substantial improvements in productivity. A second result is that research and development for new products, with more value added, leads to new areas of demand for new industries.

### Technology

The implication of these shifts is that future plant and equipment spending plans will be linked to new technological development. Likewise, future gains in productivity may depend heavily on how successful business — with some help from Government — is in developing new technology. In 1978, Japan spent the equivalent of 2.29 per cent of its GNP on R and D, which means it has some catching up to do before reaching its goal of spending 2.5 per cent, a level common in the U.S. and other advanced industrial countries.

In addition to the technology gap the economy must find ways of coping with the problem of ageing. Japanese society is ageing at a faster rate than in the West. By 1985, about 40 per cent of Japan's workforce will be aged 45 or more, giving it the oldest workforce in the world. At least one senior Government official ranks the age crisis second only to energy crisis in importance.

Changes within the structure of the economy since the oil

crisis already reflect an adjustment process, most clearly in the growing importance of tertiary including service industries where employment is concentrating.

In production value the weight of tertiary industries grew to 52.6 per cent of the total in 1979, compared with 49 per cent in 1974. The problem will be to improve productivity within tertiary industries which tend to be labour intensive. The experience of the banking industry is that the solution depends heavily on extending the computerisation of many functions, like retailing. Large scale computerisation of the retail side of banking since 1972, according to one study, saved the equivalent of 118,190 jobs among the 13 city banks.

At the same time jobs are being created at a rapid pace in new industries such as computer services — including software development and data processing. Software alone is increasing its employment at a rate of about 10 per cent a year, and should reach 150,000 in four or five years — the equivalent of two Nippon Steel Corporations at today's level of employment.

Meanwhile, companies must cope with problems of a shortage of workers trained to meet the demands of high-technology development. Considerable thought and effort is going into re-training older workers, who participated in Japan's postwar industrial revolution, to play a part in what, for the purposes of this survey, is called the information revolution.

This may be the first time in history that a single group of workers has been part of two revolutions in one generation.



The main shopping area in East Shinjuku, Tokyo. The stores are open on Sunday from 10 am to 7 pm, when traffic is not allowed in this particular area.



# Surprising amount of anxiety over future developments

## TECHNOLOGY

RICHARD HANSON

JAPAN'S ABILITY to promote and use new technology is widely recognised as one key to its successful adjustment to the oil crises of the past decade. In areas such as computers and microelectronics, Japan has pulled even with and in some ways edged ahead of developments in the West.

But below the surface in Japan there is a surprising amount of anxiety among businessmen and bureaucrats over how their country will stack up in the fast approaching era of "future" technology. The next generation of technology for electronics (and, consequently, in a wide range of other activities) will be radically different from what is now in production, or under practical development.

Japan is worried that its scientists and engineers will somehow fail to meet the technological challenge being mounted in the U.S. (Europe is, unfortunately, not considered a serious contender) in taking the next leap in computers and related technology.

The stakes are very high. A radical change in computer architecture, for example, could leave the Japanese industry floundering under the weight of assets suddenly turned "old".

The irony of having matched advances in Western technology, and being ahead in some cases, may be that it takes away one of the advantages enjoyed in the past: following the lead of the West, and thus avoiding the high cost of blazing new paths in technology on its own.

Japan's talent in identifying new areas of technology, sometimes by such simple means as close study of Western trade and scientific publications, and then adapting whatever is suitable to its industrial and other needs. This usually involves a fair amount of guidance from concerned government ministries and agencies in establishing attainable goals.

Helping to make the process work is a rare degree of manufacturing skill, with particular attention to quality and reliability, within industry, and an unabashed enthusiasm for embracing the latest advances in technology throughout the country. In some cases, new technology products are bought in before companies have a clear idea of how to use them (small computers being a prime example these days).

But there is a strong sense among companies most heavily involved in high-technology that the old system will no longer work, or at least that it alone is inadequate at this "turning point" in technology. What seems to be required is an unprecedented burst of creativity and innovation inside Japan and a willingness to spend a great deal more money on research than has been necessary in the past.

Future technology, according to most reckoning, will probably cost 10 times as much as the present generation did to develop. Moreover, the chances of success are greatly diminished by the sheer complexity of problems posed by technology now appearing on the horizon. (These difficulties are discussed elsewhere in the survey.)

Finding the money may prove difficult, especially if large infusions of cash are expected from the Government. But Japan has proved it can squeeze a great deal of result from very little money. Most Japanese R and D tends to be "cost oriented" (in other words, geared toward producing as much as possible with limited funds). Researchers in the U.S. tend to have "performance oriented goals".

Deciding to send a man to the moon and then spending whatever it costs to do so, is one example.

In recent decades Japan has spent less of its national income on R and D than the U.S., USSR, West Germany and Britain (only France has spent proportionately less). The most recent statistics are not available, but Japan in the past decade has spent the equivalent of 2.1-2.2 per cent of GNP on R and D annually. Others have spent around 2.5 per cent or above, with the USSR on top spending over 4.5 per cent annually.

The most striking feature of Japan's R and D, however, is

that most of the money spent (roughly 65 per cent) comes out of the pockets of private industry. The Government in Japan provides just over a quarter of the funds, compared with half or more in the U.S. and UK.

One important consequence of a lack of heavy spending by the Government (partly traceable to low defence budgets) is a wide gap between "basic" research and applied, or development research. Only a little more than 15 per cent of Japan's R and D falls into the former category. Most work is carried on within companies (or national laboratories oriented toward industrial problems) aimed at coming up with practical (ie profitable) uses for technology. A typical research project within a company spends very little on the early stages of exploratory work. Japanese managers are very willing to turn on the cash flow when an idea looks as though it will result in a saleable product.

The idea of matching new technology with a product has proved successful ever since Japan began turning out transistor radios in the 1950s. The most important recent example of how this works is in semiconductor technology. Japan did not discover the first mass-market product for memory chips (electronic calculators). Subsequent progress has been largely a matter of finding uses for increasingly high-powered microchips, which in turn leads to further sophistication of the chips themselves.

This process can go on until the limits of present technology (based on silicon semiconductors) are reached. In five years time, a new generation of technology may be on its way in. When this happens Japan's ability to find (or invent) technology will be put to the test.

Importing has been, by an overwhelming margin, the most effective means Japan has had of keeping abreast of new technology. There are some who will go so far as to claim that all postwar successes in technology in Japan can be traced to foreign ideas and technology. (Shipbuilding, optics and some areas of electronics as one official comments, are about the only postwar successes based on "original" research mostly carried on during the war.)

The statistics on technology trade show that Japan has been earning more since 1973 than it pays out on "new contracts." (In 1979, Japan earned \$1.98 for each dollar paid out). But the cumulative deficit in overall exchanges in technology is still heavy, (earning only 55 cents for each dollar sent abroad).

### Trade balance

Moreover, a closer look at what and where Japan trades in technology shows that recent surpluses have been based on a growing traffic in "recycled" technology to the developing world, especially South East Asia where Japanese investment is strong.

Japan's trade balance in technology with the U.S., its main source, is still heavily unfavourable. Cumulative Japanese technology sales to the U.S. (to 1979) netted only 13 cents for every dollar which went the other way. The annual balance on "new contracts" improved to as high as 51 cents earned per dollar paid out in 1977, but fell back to 25 cents and 31 cents respectively in the following two years.

A breakdown of trade with the U.S. reveals that Japan is strong in steel technology, ceramics and chemicals. In electronics and communications technology (presumed to be among Japan's bright stars), Japan earned only 14 cents in 1979 for every dollar it paid the U.S.

These figures probably reflect in part the fact that Japanese companies are still aggressively in the market for new technology. They could also indicate that U.S. companies are only just waking up to the idea that Japan has something to offer.

Technology generally, however, is becoming hard to get on a "cash on the barrel" basis. The fact that both foreign and Japanese companies realise this is evidenced in the rise of a relatively recent alternative, cross licensing. There were 82 such deals in 1979 compared with only 48 in 1975.

One other way of acquiring technology is, of course, for

companies to devote large amounts of money to research and development. In the line of war between pure research and spending for practical research, or new plant and modern equipment, the latter tends to win.

Japanese companies, however, do tend to take a long view of which direction their business is headed, and most organise research staffs and budget accordingly. Hitachi, Japan's biggest electrical machinery maker, and a leader in computers and semi-conductors, provides a sophisticated model for how this works. (Its spending for R and D last year totalled ¥116bn, more than any other Japanese company. This still amounts to only 6 per cent of sales, though, or much less than IBM devotes to R and D.)

Hitachi, for the past decade, has divided R and D into two categories of special teams: "A-teams," or those which aim specifically at coming up with a product or solving a problem, and "B-teams," which explore less defined areas and carry on basic research.

An A-team can be formulated quickly and produce rapid results. It draws a leader in most cases from the plant or works where the product will eventually be produced, and other staff from one of several in-house laboratories.

A-teams usually operate for one to two years, and then

disband. Hitachi is especially proud of how several years ago a special A-team produced Hitachi's version of the home video tape recorder (VTR) in only seven months. (Work on the key magnetic recording head was done by a B-team, though.)

B-teams tend to stay together for about three years. While for example, an A-team was responsible for bringing into production Hitachi's 64-K bit microchip, a smallish B-team is carrying on initial research in the futuristic Josephson Junction.

### Services

The final link, and the one perhaps least understood, in Japan's technology chain is government. Aside from sponsoring national projects like nuclear power and space, which come under the control of the Science and Technology Agency, the Government performs a number of "services" for industry which, when taken as a whole, are almost unique.

An important function (once again) is simply gathering information and uncovering new priorities, a task performed admirably by the Ministry of International Trade and Industry. MITI has at critical times assisted the development of industries such as computers by holding foreign competition

back until the industry was strong enough to stand on its own.

A much more tricky feat has been to bring fiercely competing companies together long enough to work on sophisticated development projects, such as the one which set the stage for VLSI production. In such projects MITI provides "seed" money (repayable when the project produces a profit).

MITI's job is made somewhat easier by the fact that information in general flows freely in Japan through a maze of industry associations, government agencies and among companies themselves (especially within related groups of companies).

A more direct government role is played through a unique organisation established under MITI's wing in 1948, known as the Agency of Industrial Science and Technology (AIST), the agency's main job is to help, primarily through 16 research laboratories, private industry in areas of industrial technology which companies on their own would be hard pressed to develop. Its responsibilities also include overseeing a number of projects, like energy saving and conservation, which have become urgent priorities in Japan.

The AIST's budget of just over ¥100bn amounts to about 10 per cent of all Government

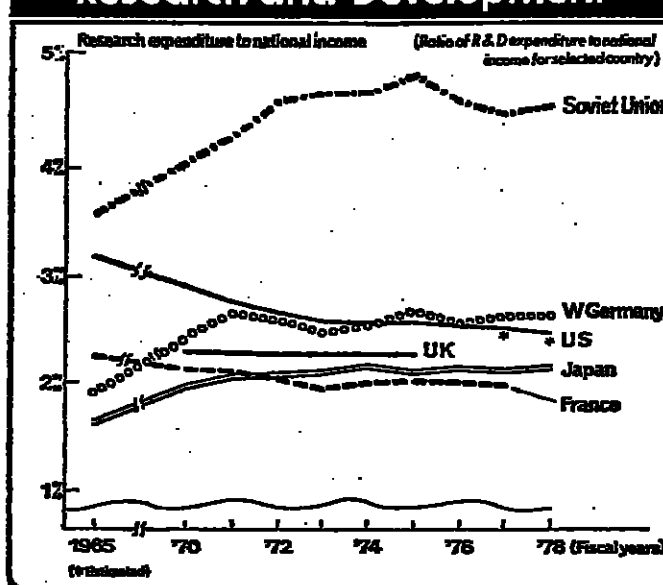
## TECHNOLOGY TRADE INDICES

(U.S.\$ value of exports per \$1 worth of imports)

	1971	1972	1973	1974	1975	1976	1977	1978	1979
Total trade (including ongoing payments on old contracts):	0.20	0.24	0.29	0.36	0.39	0.47	0.49	0.64	0.55
New contracts:	0.71	1.26	1.27	1.37	1.42	1.51	2.15	1.23	1.94

Source: Ministry of International Trade and Industry

## Research and Development



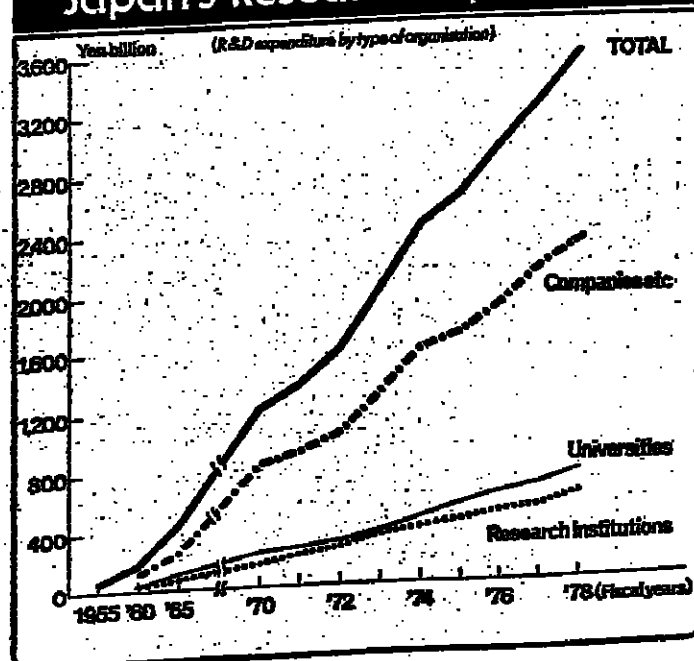
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## Japan's Research Expenditure





# Vital factor in keeping many Japanese companies ahead

## INFORMATION NETWORKS

CHARLES SMITH

INFORMATION gathering and co-ordination has been a key activity for Japanese business ever since Japan emerged from the devastation of World War II by absorbing and exploiting Western technology.

Today, the information gathering systems at work in major Japanese companies are designed, not merely to pick up information from outside, but also (and sometimes even more importantly) to ensure a smooth exchange of know-how between different specialised departments of the same company—in other words to prevent information "hoarding".

How four different Japanese companies have tackled the problem of making information

"work" for them is described in the following set of case studies:

Mr Kazuo Yanagishita, the founder of the Soft Science Group within Mitsubishi Electric Company's Central Research Laboratory, has spent the past 13 years of his life studying ways to promote "creative" exchanges between the 20 different factories and innumerable highly specialised technologies that make up Japan's third-largest heavy electric machinery makers.

Mr Yanagishita says that Mitsubishi has many "excellent" specialists but that communication between people in different fields is not (or at any rate was not) as highly developed as it should have been. His SSG accordingly functions as a kind of "information broker" between various sections of the company besides making increasingly frequent forays into the outside world to discover opportunities that could provide a challenge for Mitsubishi's technical resources.

The germ of the idea for the Mitsubishi SSG occurred to Mr Yanagishita after a specialised nuclear measuring instrument he had designed (while working as nuclear researcher in the company's central laboratory) suddenly stopped selling overseas after a promising beginning.

Instead of going back to the drawing board to design another instrument, as requested by his boss, Mr Yanagishita decided to find out why sales of his first design had collapsed (the answer turned out to be a world-wide pause in the building of research reactors of which the specialists in the Central Laboratory had been unaware).

### Market trends

After dealing with this first problem, Mr Yanagishita began forming an informal group of scientists and engineers from different disciplines within the Central Laboratory who made it their job to compare work under way in their own fields

and to study the implications of market trends for different technologies (Mr Yanagishita points out in this context that two new technologies of apparently equal merit can sometimes fare very differently in their subsequent "careers"). The group soon decided that it needed members with business administration backgrounds as well as engineers and scientists, but Mitsubishi's personnel department declined to supply them.

Mr Yanagishita accordingly sent himself to business school, emerging as one of the first, if not the first, Mitsubishi Electric men to hold a degree in both nuclear physics and business administration.

Apart from "technology forecasting" (which means attempting to assess the likely rate of progress in the development of different interchangeable technologies) and "demand forecasting" (meaning the task of assessing how far a given technology may actually serve a useful purpose in the world

markets) Mr Yanagishita's SSG undertakes new product studies for Mitsubishi factories which have specialised technical resources but do not always know how to apply them outside the fields for which they were originally developed.

One success of which SSG is particularly proud was a year-long study which enabled a factory making two highly cyclical electrical machinery products to add a third product to its range which faced a "non-cyclical" market and, accordingly, enabled the factory to eliminate peaks and troughs in its work schedules.

The product concerned, a sludge de-watering machine, sounds unimportant enough but provided an exact "fit" for the know-how and other abilities already available in the factory concerned.

Mr Yanagishita began operating SSG on a voluntary basis, attaching notional price tags to the commissions undertaken for various Mitsubishi factories as a guide to the priority to be attached to each study. In 1976, with notional turnover running at around ¥300m per year, the group started charging "real" prices and found, to its surprise, that business continued to grow.

The SSG could probably by now do a thriving business outside Mitsubishi Electric if it chose, but clients remain restricted to the company's own factories and technicians (not even other member companies of the Mitsubishi Group are allowed access to the group's services).

Apart from his regular consultancy work for Mitsubishi Electric factories, Mr Yanagishita runs a brain-storming club of about 300 members which meets (or at least communicates) weekly to study particular puzzles put up to it from within the company. Ideas produced at brain-storming sessions have resulted in a series of new Mitsubishi inventions, including window cleaning robots (for tall buildings) micro-wave ovens which brown the outside of the food they cook besides cooking the inside and electronic sensors which can predict the "p" waves that immediately precede major earthquakes.

Mr Yanagishita has been asked for advice by a number of other major Japanese companies on how to form their own SSGs or brain-storming groups, and several have now followed suit. Of one other major heavy electrical company Mr Yanagishita says "they would have liked to do something similar but decided it would not work—their engineers are too competitive."

Japan's steel industry probably benefited more from imported technology in the first 15 years after World War II than any other Japanese industry; conversely it has since become one of the Japanese industries which appears to have the most impressive technological lead over its rivals in other countries. Both of these facts have been reflected in the information gathering efforts of Kawasaki Steel Corporation, the third-largest of Japan's Big Five integrated steel manufacturers.

Dr Hiroshi Ooi, the metallurgy Ph.D. who presides over Kawasaki's Technical Development Department, says that every technologically qualified member of the company's board of directors visited Europe or the U.S. at least ten times

between 1950 and 1965 (when the Japanese steel makers were absorbing the European invention of oxygen furnace steel making which provided the basis for their post-war recovery).

From 1965 onwards however, the Japanese steel makers began to draw level with and then overtake the West in its ability to develop and apply new technology.

Operating with a staff of about 20 engineers and non-specialists (including female English literature graduates), the Kawasaki TIS acts as the technological memory of the company. Its major product is a monthly in-house Technical Review which summarises an average of around 50 Japanese language articles or papers on new discoveries, some made within Kawasaki itself, some by other Japanese companies.

On the foreign language side, TIS circulates a publication called "Contents Service" which consists quite simply of the contents pages of roughly 100 overseas publications concerned with steel making.

Contents Service is distributed to about 200 points around the company and generates roughly 10,000 inquiries per year for the full texts of articles in the overseas magazines it summarises.

Language is not a problem for Kawasaki's technologists when it comes to using Contents Service since every one of the company's graduate engineers undergoes compulsory English language education.

Access to the 600 specialised technical papers which are covered every year in the TIS Technical Review at the moment takes place via a dual indexing system which lists "key words" and authors' names for each article. But this will change in another 18 months or so, says Dr Ooi.

Kawasaki's in-house computer programmers are working on a system which will allow engineers throughout the company to obtain instant access to the whole of the Technical Review "memory bank" via an on-line computer system.

The technical breakthrough involved here was the development of a cathode ray tube display unit which can show any one of the several thousand kanji or Chinese characters used in the review.

Information gathering—and the passing of precious items of news to client companies—is one of the major activities of the nine general trading companies or "sogo shosha" which collectively handle over half of Japan's exports and imports.

According to Sumitomo Corporation, the fifth largest of the nine—the process works something like this. The big shoshas between them maintain a total of about 4,000 highly qualified Japanese graduate executives in a network of offices which covers the entire world. All of these executives, plus a large number of "trusted" foreign employees, are expected to track information gathering as one of their main jobs and are encouraged to communicate directly with specialised product departments in the company's head office in Tokyo.

Sumitomo itself has 800 Japanese executives overseas (nearly half the number of diplomats posted in Japanese embassies). About 45,000 messages, or enough material to fill 300 pages of a normal sized



Mr Kazuo Yanagishita (left) has spent 13 years studying ways to promote "creative" exchanges between 20 different factories. Right: Dr Hiroshi Ooi, who presides over Kawasaki's Technical Development Department

daily newspaper, pass over the company's communication network each day.

Messages sent on the network are coded for the attention of head office product departments which are likely to be interested but are also sent by the Control Department (which takes part with other trading companies in a regular information exchange session with Japan's Foreign Ministry).

### Newspapers

Sumitomo has its own privately-controlled telecommunications system for handling messages between Tokyo and major overseas offices. Messages to and from offices in smaller or more remote places pass through communications "sub-stations" in London, New York and Paris and are then routed on by commercial telex.

Information gathering by the men on the spot, says Sumitomo, is done by normal methods such as reading local newspapers or talking to business contacts but overseas staff are encouraged to be versatile.

Sumitomo's information gathering network is designed primarily to gather in the vast quantities of commercial news that enable the company to handle some ¥4,500bn (\$20bn) worth of sales contracts per year. It is not specifically designed to handle technological information although the ratio of messages passing over the system that involve technology is steadily increasing.

One Japanese trading house, Mitsu, has, however, established a specialist technology information gathering system. The system came into existence in 1955 when the Mitsu group decided to enter Japan's fledgling petrochemical industry (now the world's second largest), but could not do so without obtaining know-how from overseas. It has flourished as an all-purpose "broker" of technological and marketing information between Japan and the outside world although the emphasis remains on meeting the needs of the Mitsu "family" of companies.

According to Mr Kihei Kawashima, the agricultural chemist who is general manager of the Mitsu Technical Development Division, information gathering, for Mitsu, is not primarily a matter of installing the latest electronic

gadgets. The "core" of the system, in Kawashima's view, is the network of personal relations that members of the division have managed to establish over the years with the top management of companies in the U.S. and Europe. "Each of our 30 or so overseas staffmen remains in his post for three to four years, during which time he is expected to establish extremely close relations with one company," he says. "If each man does his job properly we can expect to establish 50 or 60 close relationships over a 10-year period which is enough for us to be able to do some very valuable business."

Mitsu's "close relationships" in Britain include one with the sugar refiner, Tate and Lyle which has developed valuable expertise on the conversion of sugar into chemicals (but needed Mitsu's chemical know-how and marketing capabilities).

Another valued UK associate is Courtaulds whose textile technology was far ahead of Japanese levels when Mitsu first established contact, but which was also in a position to use Japanese marketing know-how. Mitsu's technical development division served as channel for Tate and Lyle's sugar technology to "flow" to Mitsu Sugar and for Toray (another member of the Mitsu Group) to acquire know-how from Courtaulds.

Mr Kawashima admits that Mitsu's "all-purpose" technology gathering machine is, in competition today with the specialist systems run by manufacturers but says there is a need for the system for two reasons. One is to fill gaps left by the manufacturers. The other is that trading company engineers and other technical specialists take a more "market-oriented" view of technology than the men who work in big companies' research laboratories.

Whatever else it proves, the success of the Mitsu operation shows that there are many possible ways by which big companies can inform themselves of what is going on in the world around them.

Thanks to the number of ways in use in Japan, the Japanese business world is almost certainly better informed about the progress of technology in the West than the West is about developments in Japan.

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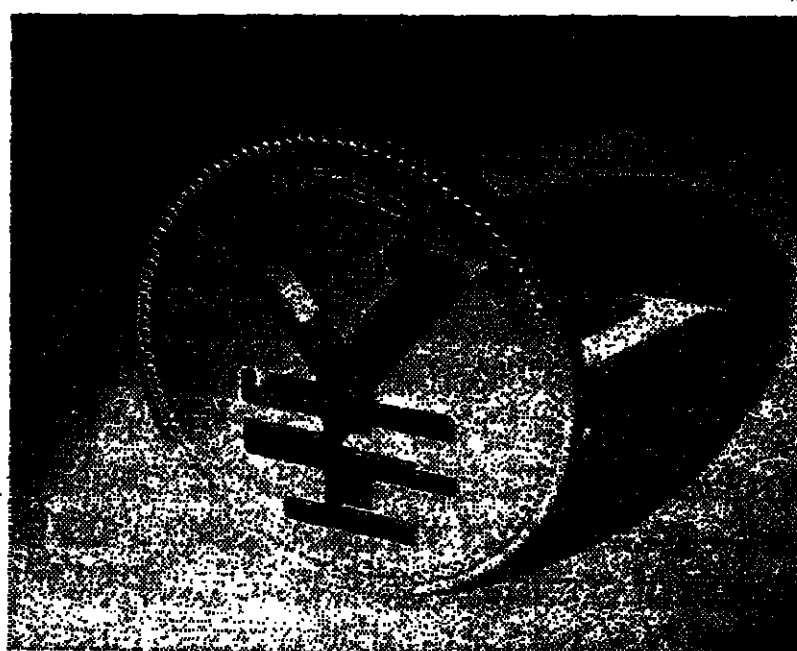
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### CORPORATE STRUCTURE

RICHARD HANSON

TO A far greater degree than in the West, new technology and new industries fuelling the information revolution in Japan sprung from the corporate bodies of long-established companies. Usually, the larger the enterprise, the more likely it is to be involved as a pioneer in new fields.

By contrast, the U.S. ability to move venture capital into new ideas regularly results in a large number of new companies exploiting technological advances. Semiconductors, microprocessors and now personal computers are prime examples of how the system works in America. In Japan each of these industries is dominated by the NECs, Hitachis, Toshiba, and other familiar names.

One reason for this difference lies in how technology is developed in the U.S. where it is common for the inventor to form a company to exploit an idea, using money from investors willing to back a risk Japan has an extremely thin tradition of individuals making technological breakthroughs. Moreover, banks, which are still a prime source of investment funds in Japan, are less likely to risk money on an individual

than on long-time corporate customer. There is no recognizable pool of venture capital available for use at home.

Ironically, as Japan's rules on overseas investment loosen,

there is reason to believe that foreigners may find a ready source of funds in Japan available to invest abroad in new ventures.

This absence of risk capital, however, appears to be more than made up for by a sometimes astonishing willingness, since the oil crisis, of big Japanese companies to seek out new areas of high technology business.

Japanese corporate thinking began changing quite dramatically in the late 1960s, but it took the shock of the 1973 oil crisis to cause a major shift in direction.

### Preoccupied

After several years of high growth in the late 1960s Japanese manufacturers were becoming preoccupied by a growing shortage of skilled workers, caused by a rapid expansion of production capacity, which many felt would jeopardise high rates of growth.

That era was characterised by a scramble by big companies to introduce more automatic equipment. In 1970 the Ministry of International Trade and Industry concluded in its first Vision of Japan's future—that a shift into knowledge-intensive industries—was inevitable for Japan's economy to remain on course.

But the immediate priority for big business, was spending to modernise and expand capacity. After a decline in 1971-72, capital spending by the manufacturing sector soared 37.2 per cent in 1973 and another 8.5 per cent to a record in 1974 when the oil crisis struck hard. Spending fell over

the next three years, and it took until 1979 to recover the peak level.

It is worth noting that demand for automation led to computers, which set the domestic computer industry on the road to high growth.

Japanese companies did not simply stop spending during the hard times which followed the first oil crisis. Because of the financial structure of Japanese companies, big companies began, during the slowdown, to spare capital was accruing from depreciation of past investments. This allowed them considerable room to invest in technology and equipment to cope with new realities presented by the energy crisis.

The fact that they seized the opportunity can partly be explained by a general tendency on the part of Japanese companies to think about business in a medium or long term perspective. This is supported by banks, and other shareholders, who have a similar interest in long-term, rather than quick returns on investment.

Rationalisation was stressed in three areas: people, equipment and finance. Big companies trimmed payrolls, and began a drive to replace idle capacity equipment with energy efficient technology. Office automation began to boom in about 1975, creating new markets for office equipment and small business computers. Car and other assembly lines saw the arrival on a large scale, of robots.

During this transition period, big companies, in many cases, benefited from the existence of a cushion of small and medium size companies, where much of the economic shock of the oil

crisis was absorbed. It appears that there has been little significant change in the pattern of large companies depending heavily on sub-contractors. What has happened is a rather rapid filtering down from the big companies to the little companies of technology, in the form of demand for NC machine tools and other efficient, and flexible, equipment.

The depth in Japan of demand for electronic based equipment has in turn reinforced the willingness of the large companies to increase investment in semiconductor and other advanced industrial fields.

### Outcome

One consequence of Japan's ability to move into high technology industries, and apply new technology to improve older industries, is a rapid build up of pressure among big companies to internationalise their operations. At one point in Japan's development, companies like Sony turned towards overseas markets in part because competition with the giants at home was difficult.

Major Japanese companies now find it "advisable" to invest in advanced industrial countries to hold on to the markets built up as a result of their success in exporting efficiently produced, high technology goods from Japan.

Having established themselves in the forefront of this generation of technology, Japanese companies can probably continue to exploit their advantages. There is still considerable scope left for commercial expansion along the lines established by the first oil crisis.



# Quantity with quality the ingredient of success

## EDUCATION

CHARLES SMITH

JAPAN'S economic success is often attributed by outsiders to the fact that it is one of the few countries in the world that has managed to combine quality and quantity in its education system.

About 30m people (including teachers) — or nearly 25 per cent of the population — are involved in education in one way or another and the universal education continues up to the age of 18. All this represents a striking change from the situation only 25 years ago when half of the nation's 15-to-18 age group was in school, to say nothing of the situation before the war when the number of Japanese university students was about 3 per cent of what it is today.

Japan's pre-war universities (and high schools) inevitably concentrated on producing an elite minority of future leaders whereas today's system of mass production higher education

trains people to occupy middle as well as upper positions in society.

Despite this, standards seem to have remained high, or at least fairly high, compared with some nations whose education systems have undergone explosive growth over the past 30 to 40 years.

A second characteristic of Japan's education system, which frequently attracts curious glances from foreign businessmen and economists, is that it is science and engineering oriented — particularly the latter.

General science courses are compulsory throughout the essentially non-specialised curriculum of Japan's elementary, junior, and senior-high school system, although at senior high school level official guidelines allow for some variation of emphasis as between arts and sciences.

At university level, engineering studies are both popular and prestigious in contrast with the low place they occupy in, for example, the UK.

The number of students entering engineering courses in Japan's 1979 intake of new students was 79,200 or nearly

20 per cent of the total. The engineering faculties of Japanese universities usually attract around six times as many students as the pure science faculties (again contrast to the situation in Britain where science normally outranks engineering). In relation to the size of its population, Japan trains between three and four times as many engineers per year as the UK.

To other points about Japan's engineering-orientated education system that deserve attention are (1) that engineering graduates form almost half the number of entrants to masters degree courses (although, as will be seen later, the total number of graduate school students in Japan is still low compared with many other countries) and (2) that there is a special non-university course for "mid-level" technicians and engineers that substantially increases the flow of technical expertise into industry.

The so-called Koto Senmon Gakko, or specialised high schools which provide this type of training were started by the Government in 1961 in direct response to demand from Japanese industry.

Unlike Japanese universities which are mostly privately run, except for a short list of prestigious national institutions, the majority of Koto Senmon Gakko are state-operated. They have not proved as popular as seems to have been hoped but have

still added about 10,000 graduates a year to the reservoir of trained technicians.

While foreign observers find it difficult not to spend all their time harping on the efficiency of Japan's system for mass producing graduate engineers, Japanese education experts have quite a few doubts about the system.

## Doubts

One frequently heard comment is that the quality of education in Japan gradually deteriorates from the bottom upwards. Another is that universities are "hierarchical" or "introverted" in their organisational structure and thus not politically open to outside influences.

Finally, there seems to be little doubt that most universities (except for the handful of specially favoured state-run institutions) are weak on advanced research.

Only 3 per cent of Japanese university graduates continue their education to post graduate levels (ie to take masters or doctors degrees) compared with 19 per cent in France and 23 per cent in Britain. Those who do are inclined to find (if they are scientists or engineers) that there is a marked lack of specialised equipment with which to work. Japan is notably short on accelerators for high energy physics, and on such items as DNA recombinants and neutron scattering equipment.

Attempts by the Ministry of Education to promote the formation of joint research institutions which might acquire such equipment seem to have made little progress in the face of "separatism" by private universities.

The weakness of "home grown" advanced research is partly compensated for by the fact that no fewer than 8,800 Japanese academics in the fields of science and engineering went abroad for study, teaching or research in 1980. The reverse flow of foreign teachers to Japanese universities remains extremely modest, as does Japan's record in winning Nobel prizes and other international prizes for original scientific research.

The three post-war Japanese Nobel prize winners for physics were all educated in the pre-war or war-time education system — when numbers were far smaller but standards may well have been higher than they are today. At least one of them did the research which made his name while working in the technical laboratory of a company, not at a university.

Given the relative weakness of post-graduate education in Japan it is not surprising to find that big Japanese companies spend heavily on the education of their employees.

Hitachi, Japan's largest heavy electrical company, employs about 10,000 engineering and science graduates out of a total workforce of 70,000 and puts

all of them through a two-year basic training programme, the first six months of which consists of on the job training as a blue collar worker.

Hitachi also offers 15-month courses for technical school graduates which the company claims provide the same amount of basic education as a four-year university course.

## Fluctuation

Along with a variety of specialised technical courses for middle and senior management all of this costs about ¥10bn per year, but the amount can fluctuate as a result of a system under which each factory is free to decide how many students it will send to various centrally operated technical schools and institutes.

Fujitsu, Japan's biggest computer manufacturer, spends less on education than Hitachi but nevertheless runs an elaborate series of training programmes that start six months before a new recruit joins the company and continues up to the mid-40s when the entire white-collar staff of the company undergoes a three-month "development programme".

The curriculum, though differing for managers and non-managers, includes lectures on music and on western literature (including Shakespeare). These are designed to make senior men in the company more able to converse with the westerners they may meet as Fujitsu be-

comes increasingly international. Hitachi teaches the art of haiku (traditional Japanese verse) composition to managers of a similar age.

Kawasaki Steel Corporation, Japan's third largest integrated steel manufacturer, recruits about 80 engineering or science graduates a year, of whom over 80 per cent have had master's or doctors degrees in the past few years.

Its new recruits undergo a one-year on the job training programme during which they act as assistant to general foremen in the company's two steel plants.

In his second year, a Kawasaki engineer is assigned to his permanent section where he continues to do the rounds of various shop floor activities in order to gain experience of how the plant works.

During this period he also continues theoretical studies, reading books and journals after work hours. A technical paper presented to a corporate technical conference concludes this period of training. After that, young Kawasaki engineers join research teams, each of which includes a variety of engineering or technical disciplines.

Despite the efforts that big Japanese companies are making to provide lifelong training for their graduate employees, Japanese education still seems to be stronger on basic training than it is on the development of talented individuals.

## HOW ATTENDANCE HAS RISEN

%	Senior High School	University
1955	51.5	10.1
1960	57.7	10.3
1965	70.7	17.0
1970	82.1	23.6
1975	91.9	37.5
1980	94.2	37.4

% of relevant age group enrolled. Note: Education is compulsory up to graduation from Junior High School.

## WHO STUDIES WHAT

Total number of students enrolled in universities and two-year colleges (May 1, 1980)	1,741,496
---	-----------

Percentage studying:	
Social Sciences (law, economics, etc.)	40.5
Engineering	19.4
Humanities	12.8
Education	7.9
Medicine and dentistry	4.1
Agriculture	3.4
Science	3.1
Other	7.8

Source: Ministry of Education

Efforts to upgrade the quality of university education have been under way since 1976 when a government council decided to freeze numbers and concentrate on raising standards.

## Banks provide time to think

### FINANCE

SABURO MATSUKAWA

THE CAPITAL spending behaviour of Japanese enterprises has been a major factor in helping them to gain a competitive edge over their Western counterparts. But the credit for this achievement does not lie only with the companies themselves. They have been helped by Japanese banks, which allowed them a longer time frame for calculating returns on new investments than is common in the West, where shareholders often seek quicker profits.

The relationship between capital spending and productivity has been stressed in many comparative studies of U.S. and Japanese industry. The Japan-U.S. Wisemen's Group, a panel of four economists from each nation, who studied bilateral economic and trade problems last year, said in its report published in January: "The U.S. Government should sponsor a comprehensive research programme on the measures Japan and other foreign countries have taken in the public and private sectors to increase productivity."

"U.S. corporate management," it said, "should make long-term productivity improvements a principal objective, building productivity considerations into corporate objectives, management attitudes, and management compensation programmes."

In the course of discussion which preceded the report's compilation it was pointed out that U.S. business executives have to face questions posed by shareholders of their company whenever their half-yearly or quarterly business reports show poor results. They have to improve the company's business as quickly as possible. The time frame for returns on their investment is thus necessarily short. By contrast, shareholders' meetings of Japanese companies are traditionally short and quiet, because many large shareholders are business friends of the company, while smaller shareholders are scattered, and because Japanese companies have depended more heavily on bank loans.

### Potential

The trend is reflected in the fact that the ratio on net income after tax to gross sales in fiscal 1979 was 2.4 per cent for 658 manufacturing foreign companies operating in Japan, far larger than 1.6 per cent for all Japanese corporations. On the other hand, 400 out of 2,500 foreign companies established in Japan since 1950 had withdrawn by fiscal 1979 due mainly to insufficient profit.

Japanese investors do not seek large income gains but aim at growth potentials of the companies they invest in. The average yield of listed Japanese stocks is less than 2 per cent, compared with about 6 per cent in the U.S. and about 4 per cent in France and West Germany, according to figures compiled by Japan's Economic Planning Agency. The low yield of Japanese stocks was covered by stock price rises, so the total of income and capital gains was only slightly lower, at 10 per cent, than 13 per cent in the U.S. in fiscal 1979.

Most Japanese business executives are directors who have been promoted from among lifelong employees of the company they are managing or transferred from the management of an affiliated company in the same group. In addition, there are some former senior officials of the Japanese Government, who usually follow the policy of other directors. Senior employees of a Japanese company thus tend to give more serious thought to its long-term future than their

counterparts in Western companies.

During the protracted recession which followed the oil crisis of 1973 many Japanese labour unions, usually organised on a company basis, co-operated in the rationalisation of the company's operations to reduce costs. Workers in Japanese steel plant formed many small groups to advance proposals for saving energy as well as labour and increasing efficiency.

In these circumstances small wonder that business executives can use a longer time frame for calculating returns on new investment than Western managers.

### Good returns

The original reason for the active capital outlays for plant and equipment by Japanese companies was that Japan's economic growth was faster than in other advanced nations, rewarding large investment of borrowed money for long-term purposes with good returns. Japanese enterprises, which were chronically short of capital, had to depend heavily on bank loans because the capital market was relatively under-developed. Banks were able to get many deposits from the public, taking advantage of the traditionally high saving rate in Japan. They also looked frequently to the Bank of Japan for additional credit.

Reliance on bank financing rather than equity finance was encouraged by a system which allowed enterprises to treat interest payments on bank loans as tax-free costs, while dividends were subject to corporation tax and income tax. Banks had their own reasons for increasing the volume of their lendings. They were obliged to go for quantity rather than quality, because their lending rates were held by the monetary authorities at relatively low levels to promote economic growth as well as exports.

Under the supervision of monetary authorities, Japanese banks carry out the task of helping industries expand. They sometimes supply loans from the long-range point of view, which may not be entirely sound on a short-term basis.

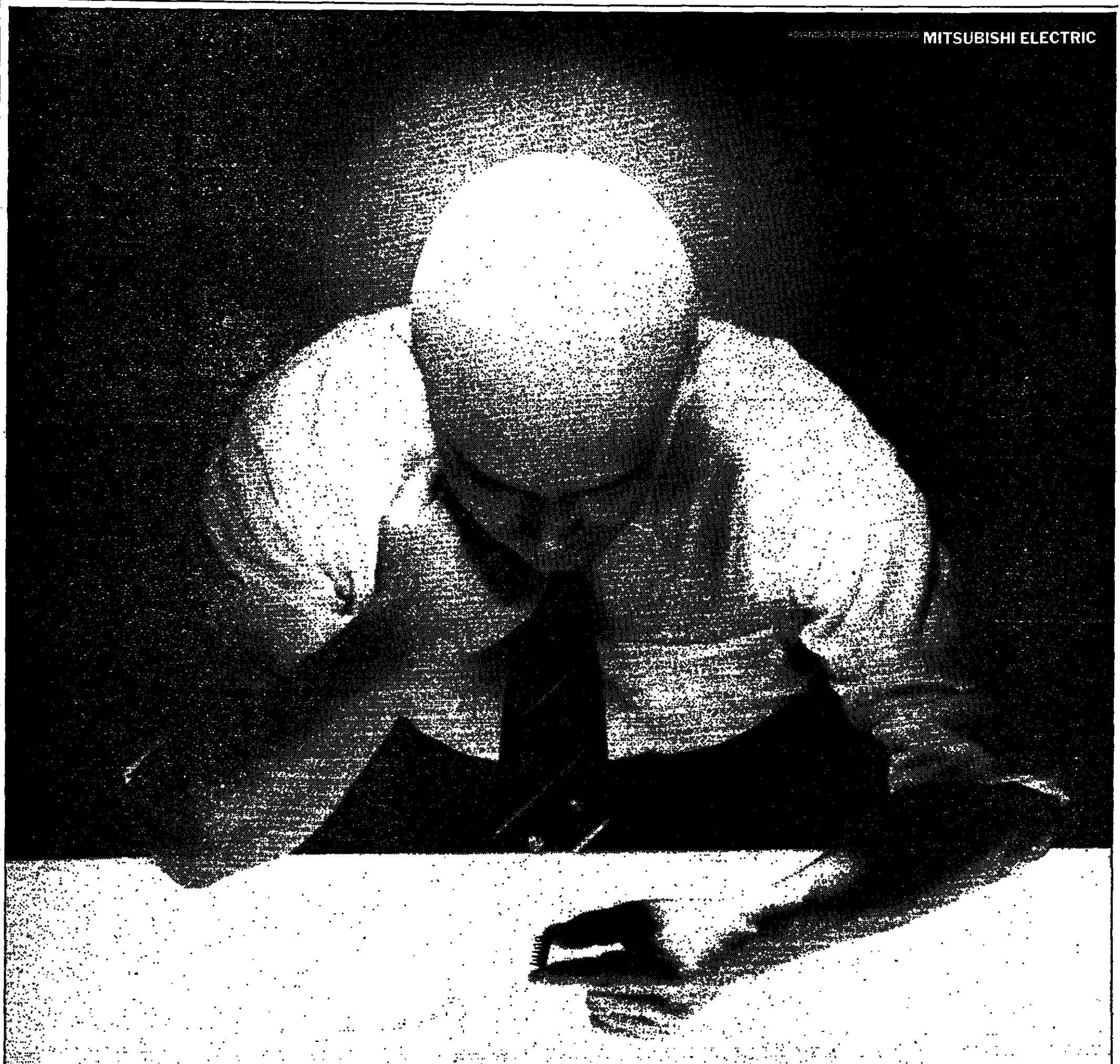
They can sometimes look to the Bank of Japan for assistance to bail out an industrial or business company. This also allows Japanese corporations to use a longer time frame.

The gap between Japanese and U.S. corporate financing methods could change only slowly. The panel of Wise men recommended that "the President and Congress should develop specific long-term programmes to improve savings and investment rates, such as the investment tax credits, the reduction of personal and corporate and capital gains taxes in a non-inflationary manner, and the shortening of depreciation schedules."

U.S. management and labour should consult closely on productivity trends and problems so as to enhance productivity and increase bilateral understanding of shared problems.

Japanese corporations have been reducing their dependence on bank loans, as their own reserves and depreciation funds increase, while the Japanese capital market has been developing remarkably in recent years. The Banking Law and the Commercial Code have been amended to require more disclosure of companies' positions and to make shareholders' meetings more lively. But Japanese corporations are resuming active capital spending for further modernisation, although their present plant and equipment are already among the most modern in the world.

Monetary officials said it was very sound behaviour that Japanese industries invested their increased income, generated by relatively low wage increases in 1980 and 1981 into additional capital spending to improve their international competitiveness.



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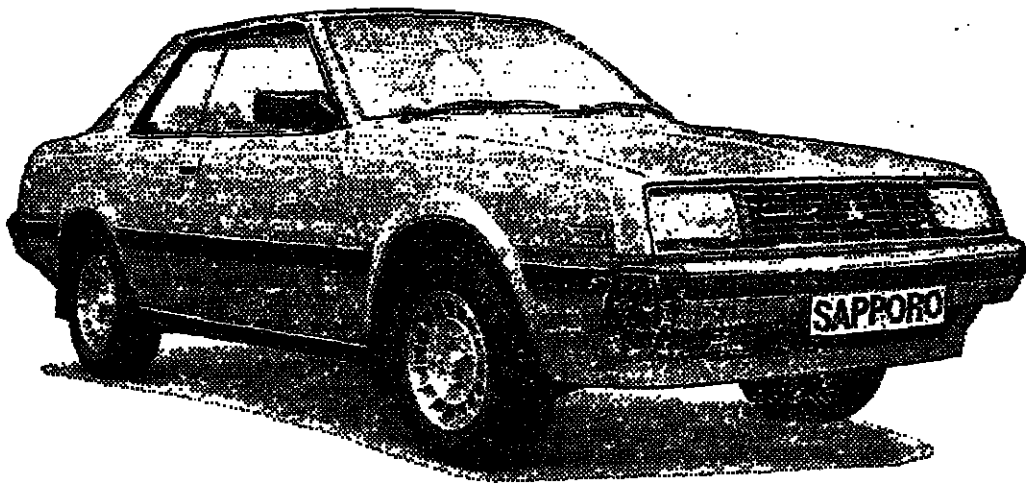
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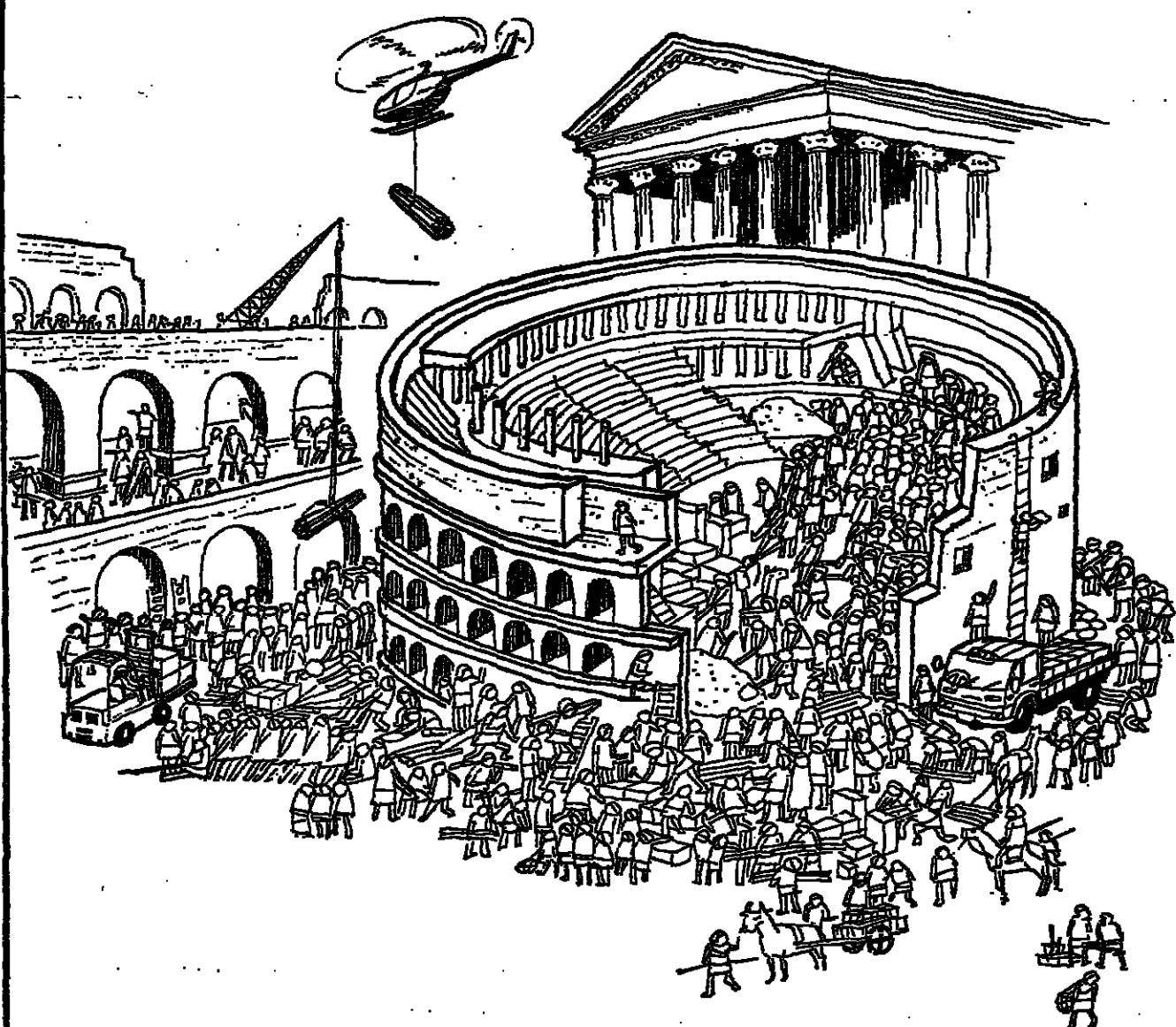
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## JAPAN VI

# A shift into areas of new and high technologies

### EXPORT TRADE

DAVID DODWELL

AS THE protectionist lobbies in Europe fight their battles against Japanese cars, televisions and steel, they seem to be one step behind Japan's fast developing export industry.

Already the Japanese are beginning to shift efforts away from traditional export areas into new and high technologies involving semi-conductors, integrated circuits and computerised products.

Trade analysts in Japan predict that by the time the West fully appreciates the threat from such products, it will be too late to protest.

The implication is that Japanese exporters of electronic products are so far in advance of our own manufacturers that we will have no comparable products to protect, and no protectionist lobbies to campaign in their defence. The threat will not be to existing industries, but to industries that might have been.

While electronic products remained at the exotic periphery of daily life, the threat may not have seemed great. But it is clear that the electronic revolution will penetrate every area of our lives. It is being applied not only in smaller and smaller computers, but in office equipment, telecommunication, industrial machinery like machine tools, cars and tractors, washing machines and irons and other household appliances, and in watches, calculators and video equipment.

One senior executive at Nippon Electric (NEC), one of Japan's leading electronic manufacturers, is matter-of-factly in describing the West's dilemma: "Some governments are already horrified at not having the technology in their country. They are spending vast sums of money trying to catch up. But I'm afraid it's too late. They should have started 10 years ago. In future they may be able to acquire the ability to manufacture these products using licences, but they will never have the technology to produce on their own."

### Prospects

The implications of such a prediction become clear when export prospects are assessed: "The electronics industry will overtake the steel industry and will approach the automobile industry by the end of the decade." Japan's car exports were worth \$23bn last year and are still growing at a hectic 37 per cent a year.

Such products account for a tiny share of Japan's total exports. Out of total exports in fiscal 1980—ending on March 31 1981—worth \$130bn, cars account for 18 per cent, iron, steel and other metal products account for a further 16.4 per cent.

Other conventional exports, like chemicals (5 per cent), textiles (4.7 per cent) and ships (3.9 per cent) follow in order of importance. But all these sectors, with the exception of cars, and ships—which recovered from weak demand in 1979—are in decline in terms of their share of total exports.

By contrast, tape recorders and video equipment leapt by 57 per cent in 1980, and account for 2.8 per cent of total exports. Exports of integrated circuits and related products rose 37 per cent, but still account for just 1.8 per cent of total sales.

The importance of electronic technologies in Japan's exports is disguised in part because they are often an integral but unspecified part of other export products, classified as general machinery, electrical machinery or transport equipment.

It is important to note that these sectors together account for 83 per cent of Japan's exports and grew by 29 per cent in 1980. Even more significant they accounted for more than 68 per cent of the increase in value of exports between 1979 and 1980.

Japanese manufacturers of electronic products claim that exports have been suppressed because of the current insatiable domestic demand.

But the trend inside Japan towards the manufacture and export of increasingly sophisticated products is inexorable. Spending on research and development is immense. NEC has spent over \$1bn in research so far, and has no plans to cut back.

This has generated rapid growth in Japanese sales of technological know-how. For the first time since the Second World War, Japan in 1980 jumped into surplus on balance of trade in technological know-how. According to a recent survey of leading Japanese companies, exports exceeded imports by ¥17.1bn (£386m) compared with a deficit of ¥16.4bn in 1979.

The overall balance in trade on know-how is still deeply in "deficit" mainly because of heavy investment after the war in royalties and licences to establish the most modern U.S.

and European plants in Japan. Official figures for 1979-80 show import costs of ¥276bn against exports of ¥75bn.

Japanese manufacturers and government trade officials fully expect pressure to curb their high technology exports in due course, just as they are currently under pressure over cars, televisions and steel.

For various reasons they will continue to resist the pressure. Japan's total dependence on imported mineral fuels, and the dearth of raw materials for industry impose an inelastic demand for imports; these two categories alone account for 67 per cent of all imports.

More important, mineral fuels—mostly oil products—accounted for 83 per cent of the increase in the 1980 import bill, maintaining relentless pressure to expand exports.

Strong export growth in fiscal 1980 (almost 29 per cent) helped keep the visible trade account in surplus by \$2.23bn. A targeted 14 per cent growth in the current year is expected to widen the surplus to \$8bn, with imports expected to grow by 12 per cent.

### Surplus

But the current account balance is deep in deficit, around \$10.7bn, mainly because of invisible payments of \$11.3bn and transfer payment of \$1.5bn. Even in the current fiscal year, with a comfortable surplus on visible trade, invisibles are expected to rise above \$14bn, generating a current account deficit predicted at \$6bn.

This is a point Japanese trade officials are keen to make in the face of critics of their export success in the West. Even in Europe, where visible trade is clearly in Japan's favour, trade swings into deficit when Japan's invisible payments are taken into account.

In addition, Japan's heavy dependence on oil and raw material imports puts it deeply in debt to countries supplying these products. Few of these have the markets to absorb Japan's exports so a structural imbalance in Japan's trade, with large visible trade surpluses elsewhere, is inevitable.

Japan's trade officials and leading businessmen are deeply sensitive to mounting Western antagonism over its trade success. While consistently condemning protectionism, they accept the need for informal restraint, simply because they see that damage inflicted on domestic industry by Japanese exports can aggravate unemployment and deepen recession, weakening the market to everyone's disadvantage.

But they argue that, given the size of the Japanese economy and Japan's share of world trade, its share of Europe's total imports is not particularly large. The solution is therefore not to curb Japanese exports to Europe, but to boost Europe's exports to Japan.

For this they have taken the unusual step of sending out import promotion missions to Europe, and of establishing an agency inside the Ministry of

### JAPAN'S MAIN EXPORTS

(Figures in U.S.\$bn for calendar years 1979 and 1980)

	1979	1980	Share of 1980 total exports %
Foodstuffs	1.2	1.4	1.3
Textiles	4.9	6.3	4.8
Synthetics	1.9	2.3	1.7
Chemical products	6.1	6.8	5.2
Non-metal minerals	1.5	1.9	1.4
Metallic products	18.4	21.3	16.4
General machinery	14.9	18.0	13.9
Electrical machinery	17.4	22.5	17.5
Transport equipment	25.7	34.4	26.5
Of which cars	17.0	23.3	17.9
Precision instruments	8.1	6.2	4.8
Optical goods	3.9	4.5	3.5
Watches	1.3	1.7	1.3
Miscellaneous items	7.7	10.5	8.1
Total exports	103.0	129.8	

### JAPAN'S MAIN IMPORTS

(Figures in U.S.\$bn for calendar years 1979 and 1980)

	1979	1980	Change total imports %	Share of 1980 %
Foodstuffs	14.4	14.7	1.7	10.4
Raw materials	22.2	38.3	7.0	10.9
Mineral fuels	45.3	70.0	54.5	49.8
Of which P.O.L.	33.5	52.8	57.6	37.5
Chemicals	5.2	6.2	19.8	4.4
Machinery	8.3	9.8	18.0	7.0
Other manufactured items	15.3	16.1	5.3	11.4
Total imports	110.7	140.5	27.0	

Trade and Industry (MITI) to advise prospective exporters to Japan.

While agreeing to examine non-tariff curbs on imports, they argue that these are no more of an obstacle than anywhere else. They claim that Japan's export success is in large part due to marketing efforts. In brief, they say "We try harder." And they have batteries of statistics to back their case.

### Further aim

As an alternative to continued export growth, they are actively encouraging overseas investment and joint ventures in third markets. The Honda collaboration with BL and the NEC subsidiaries in Northern Ireland and Scotland are examples.

A further aim is to accelerate wherever possible the economic growth of developing countries in the hope of generating new consumer markets for exports from Japan and other industrialised economies.

This is the basis for boosting Japanese bilateral and multilateral aid, and for agreeing to technology transfer deals with developing countries.

However, it is no accident that 70 per cent of Japan's bilateral aid goes to Asia, with almost half of this to the five member states of the Association of South East Asian Nations (Thailand, Malaysia, Singapore, Indonesia and the Philippines). Naturally

enough, Japan's first priority is to boost growth in countries nearby, since these are countries where Japan would benefit most by greater trading activity.

Recent as Japan claims to be to accelerate growth in developing countries, its own electronics revolution has seriously undermined one major advantage—it has halted the trend based on cheap labour from the third world.

The revolution brought about by micro-chip technology means that Japan has—at least for the time being—made it possible for manufacturers operating in high labour cost countries to produce their goods more cheaply, and more reliably, than they could in Sri Lanka, Pakistan, Malaysia or any other cheap labour country.

The implications of this are profound, and have not yet been even cursorily assessed. If Japan is genuine in its commitment to boost global trade through wealth creation in developing countries, then it will have to take this change into account.

On several occasions, and even during Prime Minister Zenko Suzuki's recent Europe tour, Japan has been attacked as an economic predator. Its electronic revolution may foster new attacks of this kind not just among the Western industrialised competitors, but among the developing countries it is keen to help.

## Important missing link in postwar projects

### DEFENCE

RICHARD HANSON

DEFENCE IS probably the most important missing link in Japan's postwar technological development. Its policies of maintaining a tiny defence establishment, compared with the U.S. and most of Europe—with minimal spending on R and D—is thought by many to have seriously impaired Japan's ability to compete with the West on the "cutting edge" of new technology.

The U.S. strategy for acquiring superior defence technology begins by pouring billions of dollars into research and development. With about 10 per cent of the defence budget going to R and D, U.S. industry can comfortably afford to carry on work needed to design and produce ultra sophisticated electronic warfare systems, and the advanced computers and weapons which go inside.

A strikingly different situation is found in Japan where less than 1 per cent of its GNP is spent on defence compared with more than 5 per cent in the U.S. Within the defence budget R and D accounts for slightly over 1 per cent of expenditure. Last year this amounted to less than \$150m. Both France and the UK devote more than 10 per cent of their defence budgets to research.

Japan's low expenditure on defence can be traced to two major factors. The first can be

described as a residue of anti-military sentiment left over from the war. Japan's "no war" constitution has been interpreted by successive governments as prohibiting the build up of expensive weapons for offensive purposes. Japan does not want to heavily involve itself in weapons systems which are not defence orientated.

The second factor is that, for the time being, Japan faces serious budget problems. The Government has adopted a strict policy of austere spending to reduce the amount of debt it must issue to cover national budget shortfalls. Defence has been exempted from general budget ceilings, but only enough to allow for a gradual increase in spending.

Japan's position in defence production—most of it under licence—would appear much grimmer if it weren't for the fact that the companies themselves have, for civilian purposes, made remarkable gains in production expertise and technology in recent years. This is especially true in the areas of micro-electronics and communications.

The Defence Agencies buy Japanese whenever possible or when impossible, have a Japanese company enter a licence or other procurement agreement with the outside world.

While it is possible to point out any number of items Japan is not able to produce for defence, such as long-range missiles and certain parts of F-15 jet fighters to be built under licence, there is fairly

sound evidence that some technology developed for civilian use can fit defence needs. A short-range surface-to-air missile system, "Tam-Sam," to the Defence Agency, developed on its own "silicon on sapphire" microchip which would allow it to build a computer that could resist the neutron bombardment of an atomic blast, an important consideration for a defence computer.

Another example can be found in NEC's work on an experimental communications satellite which operates at the highest frequencies ever achieved.

These bits of technology are at best only part of a highly complex defence jigsaw, but could help provide the means for Japan to put together a highly sophisticated early warning system. [The Agency is now in the market for a new system.]

Foreign Defence experts remain doubtful that Japan has the capacity to put entire systems together on its own. One basic problem seems to be the organisation of the self-defence forces themselves, which lack, for the time being, a central command system.

There appear to be at least three main motivations for Japanese companies to get involved in defence production, despite the difficulties. The first, and one cited often by those in the industry, boils down to patriotism.

This seems to have figured strongly when the Mitsubishi F-15 jet fighters to be built under licence, there is fairly

CONTINUED ON NEXT PAGE



# REPORTS

**CHARLES SMITH**

**MPCB-3**



The clusters of specialised components suppliers that surround major Japanese manufacturers such as Toyota and Nissan provide part of the answer to the puzzle why the added value ratios of big Japanese motor manufacturers are far lower than those of American manufacturers —

Despite the fact that the competitive urge seems to be fairly deeply rooted in the Japanese business world, different eras can be identified in the postwar development of the economy in each of which competition has functioned in a

(1980, fiscal; figures in U.S.\$bn)

1991: Imports:	220.1	Total imports:	124.6
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The clusters of specialised components suppliers that surround major Japanese manufacturers such as Toyota and Nissan provide part of the answer to the puzzle why the added value ratios of big Japanese motor manufacturers are far lower than those of American manufacturers —

Despite the fact that the competitive urge seems to be fairly deeply rooted in the Japanese business world, different eras can be identified in the postwar development of the economy in each of which competition has functioned in a

The stimulus administered to Japan's creative and competitive urges by the first and second oil crisis will presumably die down in due course — although no-one in Japan is ruling out the possibility of a third or fourth energy crisis.

This means that the balance could to some extent tilt back towards the co-operation or even cartelisation that seemed to be emerging in Japan during the late 1960s.

CONTINUED FROM PREVIOUS PAGE

But none of the big companies are dependent on defence as a main line of business. At MHI, the largest defence accounts for about 10 per cent of total sales. For the 100 companies which form the Japan Ordnance Association, the average is 1.8 per cent.

The third motivation is that companies are taking an extremely long view—even by Japanese standards—of the prospects for defence business. Defence, even if it continues at the current spending ceiling of 1 per cent or less of GDP, will

## Strict controls

Also figuring in the long-term view is the possibility, though not yet a likelihood, that the Government will partially ease strict controls on arms and defence technology exports. A hypothetical first step could be a decision to allow joint weapons development with the U.S. or Europe, combining Japan's rapidly advancing technology and skills with those in the West.

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Whether either of these options will appear more attractive to Japan in future is a matter of speculation. An even more difficult question is whether the rest of the world would welcome a Japan which finally found the "missing link."

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## GOVERNMENT

RICHARD HANSON

THE Ministry of International Trade and Industry—better known by its initials—retains its role as the prime mover and shaker of industry in Japan.

The way it accomplishes things has changed, though a good example of how MITI works these days was seen in a little noticed report published in June outlining a Vision for the "informationisation" of Japan and its industries in the '80s, and what government ought to be doing about it.

The report submitted by the Information Industry Committee of the Industrial Structure Council, an advisory group to MITI, famous for turning out earlier Visions, amounts to a blueprint for Japan in the information age.

The basic premise of the Information Vision is that the process of computerisation in industry and society will continue to accelerate, altering the way goods are produced and the way people live. In this scenario information as "infrastructure" is as essential to future growth as capital and technology has been in the past.

In the biased style of an official report, the Committee declares that "informationisation" is the most important phenomenon since the industrial revolution and that information industries—computers, data processing and others—will lead the economy this decade.

MITI takes its Vision one step further to make it understandable to ordinary people whose lifestyles, it says, are in for dramatic change. Officials have even prepared two newsletters depicting what the daily routine of the "S-Family" in Tokyo may be like on May 21, 1990, and a second describing a 1990s working week for "Mr T"—a 35-year-old planning officer for a company making products for space exploration.

The report is accompanied by illustrations leading the reader through a maze of new systems for computerising offices, homes and communities of the future, including a smiling portrayal of the fifth generation computer, a project about which MITI plans to hold an international conference later this year. The UK has already put out feelers to MITI on joint development of such a computer.

MITI's view of the future is couched in generalities, which is not especially startling given the nature of revolutions. The recommendations, when specific, tend to be on resolving bureaucratic roadblocks to progress, such as limits on the use of communications lines—under the thumb of rival Posts and Telecommunications Ministry.

The aim, however, is to set the stage for changes in perceptions about the future.

## Stingy

MITI's role in stirring up the information revolution has been like that of an armchair general, who relies on each unit in the field correctly to interpret the sometimes vague marching orders in a grand strategy. MITI itself when not encouraging the troops, must contend with the backroom job of convincing the stingy Ministry of Finance to back its schemes.

MITI's budget is actually one of the smallest in government. This is in sharp contrast to the power the Ministry wielded in the heady days of postwar recovery, when it exercised near dictatorial control over most major industries. The days of notorious MITI are gone. Only one nostalgic wing of the old dull, grey building from which it once ruled remains, ironically housing two future orientated agencies, responsible for technology and energy.

MITI now relies on a more subtle approach, which involves setting priorities and pointing out new directions (though the wish is no doubt stored in a readily available place). MITI's visions have been fairly consistent, since the first one appeared in 1970, particularly over the importance of knowledge intensive industries

for future growth. Its vision for the 1980s further elaborated on this theme, and prompted the latest in-depth study. MITI's consistently forward-looking approach to development, and its ability to influence the industries under its wing, has produced a powerful impetus for positive change in Japan.

MITI's guidance is accepted by most as an article of faith simply because the record shows it to have been mostly sound. There have been mistakes—a costly attempt to launch a civil aircraft industry in the 1960s, for example—but these seem less important than the successes. The latter, as far as this survey is concerned, are best symbolised by Japan's hot house leap into the computer industry in the 1950s and 1960s, and into semiconductor technology in the 1970s.

MITI's tactics include an unabashed use of protection from outside competition while industries are in the formative stage, and providing seed money to inspire private industry to pursue, and sometimes co-operate on new areas of technology.

The computer industry was first identified as early as the mid-1950s as a critical national industry, though Japan's use of computers lagged behind the West until the 1970s.

MITI helped save the home industry from an onslaught by IBM, whose market share is now being steadily chipped away by domestic makers, by requiring IBM to licence its technology locally in return for permission to manufacture in Japan. In 1961 MITI established a subsidised computer rental organisation—the Japan Electronic Computer Company. In 1970 the first of a famous series of development programmes was organised, running from 1971 to 1975, to develop computer hardware to match IBM, followed by projects on software and related machinery development, and the creation of a high-powered memory device, the VLSI Foreign investment in semi-conductors was not fully liberalised until 1975, though Texas Instruments set up a deal in the 1960s involving technology sharing with Sony Corporation.



Robots in action at the car body assembly shop of the Tochi plant

As a chief tactician at MITI for the past three decades, Mr Naohiro Amaya, who retired last month as Vice Minister for International Affairs to become an adviser, knows the system well.

In a recent interview, he stressed that a crucial element in his Ministry's actions has been timing of shifts from protectionism to liberalisation. Keeping controls on an industry, like computers, for too long can inhibit growth just as surely as early liberalisation can stop it dead, he says.

## Subsidies

The other way in which the Government's work is felt is at the more mundane level of research and development. The subsidies which MITI and other ministries dole out for technology development to private industry are important, but mostly because of the chain reaction effect. It is rare for a government sponsored project to enjoy subsidies beyond about half the development costs. Most funds come from the private sector.

On the other hand, the Government carries on what it considers to be essential R and D in areas which the private sector is incapable of approaching on its own.

For this purpose it created the agency of Industrial Science and Technology (AIST) in 1948 under the wing of MITI. The AIST represents the Government's main thrust in research essential to information age technology for industry. It accounts for about 10 per cent of public R and D expenditures. This includes work on the next generation of computer technology. The role of AIST, whose Director General is profiled in this survey, is discussed in more detail in the article on technology.

MITI officials are partially aware of the big brother implications for people's privacy and personal freedoms which are bound to arise as the information revolution continues. The Vision mentions the need to consider such problems as computer security—including the problem of when someone pulls the plug on the information society—and privacy.

# Competition forces automation ahead

## LABOUR

JOHN HARTLEY

A GROUP of European engineers and managers were amazed when they were shown two robots working in a press shop in Japan a few years ago. They were amazed not at the technology but by the fact that despite the unfavourable economics of the installation, the robots were being used at all.

That reaction marks an important difference between Europeans and Japanese when it comes to automation and robots, and it goes a long way to explaining why there are so many more robots in Japan than Europe. Europeans assess each application of automation independently, and base their decision on the costs ruling at that time. Thus the main reason for the lack of robots in the UK is that it is generally cheaper to use a man.

By contrast, the Japanese appreciate that increased automation and the greater use of robots are inevitable trends in manufacture. So they consider it essential to install new plant continually to remain competitive. Because the Japanese market is so competitive, increased automation seems essential.

## Undismayed

In the application that amazed those Europeans, one robot was being used to unload panels from a press and deposit them on a conveyor; the second robot picked the panel up and placed it in the next press. Previously, a simple mechanical hand had been used to remove the panel from the press, while two men operated the next press.

Those two robots cost £72,000, and replaced four men—two per shift. Therefore, it took three years for the cost of the robots to be recouped, and that seemed too long to the Europeans—they could not see their boards of directors accepting that long payback period. In any case the robots worked more slowly than the men, and the U.S. robot manufacturer had already shown that one robot could be used to do the job that the two Japanese robots were doing.

But the Japanese were undismayed, because they knew that the installation of new plant is only the beginning of a perpetual development programme, and that for the company as a whole, the investment in the inevitable future was not high. The reason development continues is those famous quality control circles. Not only the manager and engineer, but also the foreman and operators are expected to

make suggestions to improve the operation.

A couple of years ago Nippon Denso, the large manufacturer of automotive electrical equipment, built some robots to extract aluminium castings from high pressure die casting machines. When the robots were first installed they took 45 seconds to remove the casting and place it in a trimming press. After development of the robot mechanism over a five month period, the time of the operation was cut to 30 seconds. Nine months later it was down to 20 seconds, and several of the ideas leading to that 33 per cent reduction came from the shop floor.

In neither case was the productivity level of the initial installation dramatic. But the Japanese have exploited their talent for gradual development to make the use of the robots more than worthwhile. It is true that the same sort of gradual improvement cannot be made in the spot welding of car bodies, currently the biggest application for robots in Japan. In that case there is limited scope for refinement once the line is operating.

However, because of this attitude of continual development, the engineers are looking ahead, and are demanding new types of robots. Nissan found the capabilities of the Unimate 2000 robot were far greater than those needed for spot welding car bodies. So, they asked Toshiba to produce a simple robot for welding along a straight line, and then went to Kawasaki Heavy Industries, Unimate's licensee in Japan, with a layout for a simpler, smaller version of the Unimate 2000 that could be suspended from an overhead rail. The result was the Unimate 6060 arms, which are cheaper than the 2000, and which can be placed very close together. Nissan uses a group of six, all working simultaneously, to weld side assemblies for Datsun Cherry cars. The total cost was about 70 per cent of that for a similar line with Unimate 2000 robots.

Spot welding of car bodies, extraction of mouldings from injection moulding machines, and of castings from diecasting machines are the main uses of robots in Japan at present, and together with mechanical handling and a few other applications have built up a population of around 6,500 robots. That sounds a lot compared with the 300 in the UK and the 3,000 in the U.S. but it is not so many for a working population of 55m people. Indeed, on the basis of robots per worker, Sweden is the most robotised country, with about 225 robots per million workers, against 118 per million in Japan.

Nevertheless, 6,500 robots is a lot, and by the end of this year, that population is likely to reach 9,000, with the annual rate of increase continuing for the decade. The two main reasons that have led to the large robot population are simple economics and the employment situation in Japan—not forgetting the underlying desire to be modern and competitive.

Labour costs in Japan are quite high, but the simple statement that average wages in the motor industry are, about £5 an hour tells only part of the story. Wages increase with age, and Japan's working population is ageing rapidly. This means the actual shopfloor wages are increasing more rapidly than the statistics show.

## Welcomed

In the big companies at least, the famous lifetime employment system is the norm, which means workers have nothing to fear from automation. Even if the factories become completely

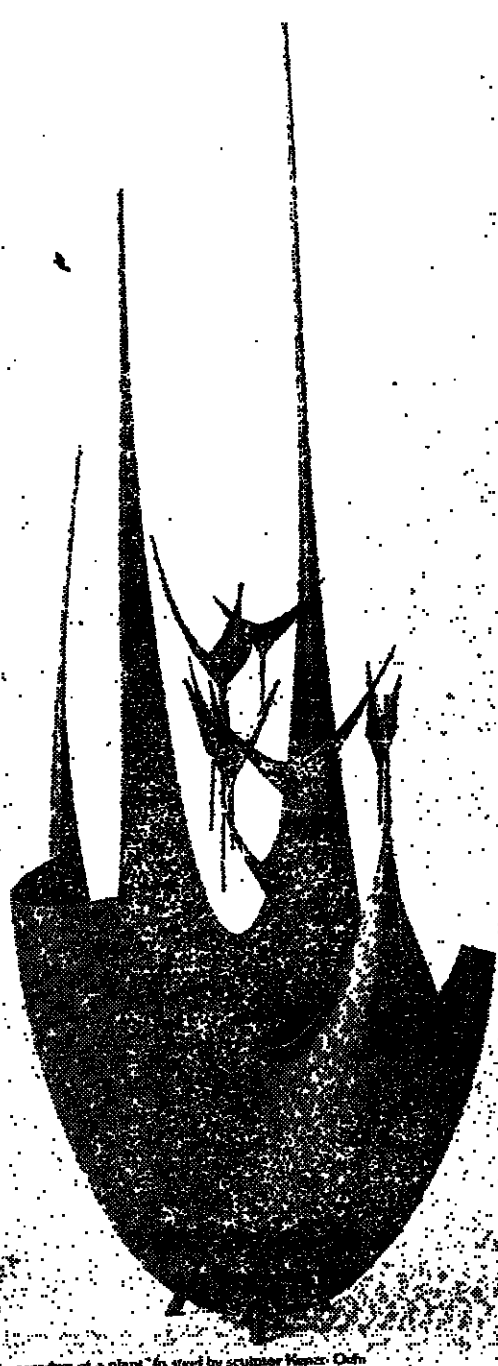
unmanned, the shopfloor workers will still be employed. So, far from resisting automation, they welcome it. After all, if the choice is between making 20 spotwelds a minute with a heavy welding gun, or watching robots do the welding while you check quality, few workers would choose to do the welding.

To some extent these incentives to install robots are intangible, and management still needs to be able to justify the cost. Japanese managers are generally prepared to take a long-term view, and set the payback period at about 30 months, whereas in Europe the norm is closer to 18 months. In addition, they almost always seem prepared to install a few new machines on an experimental basis, even if the economic advantages are dubious.

Generally, though, robots are

already an economic proposition in Japan. The Japan Robot Leasing Co. set up by the Ministry of International Trade and Industry, but self-financing can lease a \$30,000 robot to a user over a six year period at an annual rate of about £6,500. If the plant is working two shifts, that robot is likely to be able to replace two men, so the economic advantages are clear.

Now that this stage has been reached, Japan is undergoing a major change in the way it uses robots. First, the range of applications is widening, with machine tools and arc welding emerging as major new applications areas. Secondly, many more companies are starting to make robots to suit these applications. In the past few months seven new robots all aimed at the arc welding business have appeared. They included two well-known newcomers—Matsushita and Mitsubishi Electric.



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# A more forceful attitude in the international arena

FOREIGN POLICY  
DAVID DODWELL

JAPAN IS in the process of discarding the cult of low-profile diplomacy that has shaped foreign policy for the past 30 years. The new role has not been coherently formulated, but there is no doubt it will be more forceful than at any time since the Second World War.

Prime Minister Zenko Suzuki admitted in a major foreign policy speech during his recent European tour that Japan "has been a largely passive beneficiary of the peace and stability of the international community during the post-war period."

But he said change is in the wind: "We must take the initiative in fulfilling our international responsibilities befitting our national capability. Japan must alter its diplomatic posture from that of passive beneficiary to that of active contributor."

For three decades Japanese foreign policy has been moulded by the dictum: "Smile, sleep and stay silent." From the safe haven of the U.S. defence umbrella, guaranteed under the Mutual Defence Treaty signed soon after defeat in World War Two, Japan has tended to hang on to U.S. foreign policy apron strings. This has led some critics to describe Japan as a political pygmy, with no independent foreign policy and no meaningful defence capability.

## Strength

The country's immense economic strength makes such inertia increasingly anachronistic. Acknowledging this, Mr Suzuki says: "Japan, as a member of the Western industrialised democracies, is determined to make a contribution to the cause of world peace and stability in consonance with its capability and policies."

Just what this contribution will be is proving hard to define. Since the war, policies have focused on certain limited imperatives: reparation for war damage—particularly in China and South East Asia; promotion of trading interests; and strengthening regional allies. After 30 years there is a general feeling that Japan has fulfilled its commitment for war reparations. But the scars left from that period nurture a deep-seated commitment to passivism at home, and almost obsessive concern abroad to convince neighbours that Japan

has no desire to use its muscle—either military or economic. The end result is an almost pathological urge towards caution. Fears were reinforced again just a decade ago, when the over-aggressive activities of Japanese traders in South East Asia prompted deeply wounding attacks on Japan as an economic predator.

A number of developments have taken place over the past decade forcing Japan to formulate a global foreign policy. First is the single fact of her immense economic importance.

## Resentment

It is inappropriate that the world's second most powerful free economy should take the lead from others on all foreign policy issues. Also, many Western allies resent the pace of Japanese economic growth. They feel that much of this growth can be attributed to the fact that Japan's spending on its strategic commitments—mainly defence—is unjustifiably small.

The second major development was the oil shock of 1973. The Foreign Ministry in Tokyo admits that until that date Japan's foreign relations with the Middle East were non-existent. Here was a threat to the Japanese economy, with no oil resources of its own, that was also a threat to the global economy. It could not be tackled piecemeal, but needed an internationally formulated response.

The Soviet invasion of Afghanistan, coupled with comprehensive Soviet support for Vietnam and the unresolved dispute with Moscow over four islands known as the Northern Territories, has convinced the Japanese Government that the Soviet threat must also be resisted through international co-operation.

Japan's strongest foreign policy links are with the U.S. Having taken refuge under the U.S. nuclear umbrella, defence policy is inextricably enmeshed with that of the U.S. Trade links reinforce these links, and have led to close consultation on almost all foreign policy issues.

It is probable that the U.S. has pressed Japan hard over the need for a more active foreign policy. A catalyst has no doubt been the mounting cost of U.S. global defence commitments, and a growing desire to see Japan take on a larger share of the burden.

It has forced the Japanese Government to repeat over and over its refusal to assume any defence role beyond its own shores. Japan will carry a greater share of the cost of

maintaining U.S. military bases on Japanese soil. It will boost its own defence capabilities—though not as fast as the U.S. would like—and it is prepared to provide some air and anti-submarine cover.

But most of Japan's assistance to U.S. defence efforts will come in the covert form of economic aid to developing countries either in Asia or in areas of conflict. Thus Thailand, bordering the conflict inside Kampuchea; Pakistan, affected by over 1m refugees from Soviet-occupied Afghanistan; Egypt and Turkey will get major aid packages from Japan. Despite disagreements over the extent of Japan's defence role, and domestic controversy over the nature of the alliance with the U.S.—relations with the Reagan Administration seem much better than those with Carter.

The Japanese had been seriously worried by the former President's call for the withdrawal of U.S. troops from South Korea—a move which brought into question the strength of the U.S. commitment to defend Japan. They were also distressed by Carter's revision of policy on nuclear reprocessing. There is a feeling in Tokyo that the new regime in Washington is much more alive to Japan's and the Pacific region's interests.

Japan still gives overriding importance to its political role inside Asia. The war in Kampuchea is a war in its backyard, just as instability in Poland is an upset in Europe's backyard. The need to create stability and to strengthen allies is seen as a first priority and is the basis for a special relationship with the member states of the Association of South East Asian Nations (ASEAN), grouping Singapore, Thailand, Malaysia, Indonesia and the Philippines.

It was no accident that the Prime Minister chose to visit the five ASEAN capitals on his first overseas tour. Japan has played an important part in nurturing ASEAN from infancy, and Mr Suzuki is keen to build on the good relations established in 1977 by the Prime Minister, Mr Takeo Fukuda.

Japan unashamedly channels 30 per cent of all its bilateral aid to the five ASEAN countries (a further 40 per cent goes to other Asian states). Its interest in promoting economic growth and political stability in these countries is clearly expressed—it is keen to see a larger community of economically powerful nations in the Pacific region, and sees economic development as a powerful weapon against Communist subversion or Soviet encroachments.

Relations with Europe are poorly developed by comparison with those with the U.S. and other Asian nations. Tokyo feels relations are retarded by an undue European obsession with Japan as a trading threat, and is keen to present itself more as an equal partner in an alliance of industrial democracies.

It is a convert to the U.S. policy of trilateralism—in which the U.S., Japan and Western Europe comprise a "special community of interest"—a group of nations with "the potential to shape from the shocks and crises of the 1970s an international order congenial to democratic values."

Prime Minister Suzuki noted just three weeks ago in London: "Japan and the U.S. on the one hand have long enjoyed close relations and so have the U.S. and Western Europe on the other hand. Therefore, the urgent task facing us at present is to strengthen the third side of the triangle."

## Investment

In pursuit of stronger links, the Japanese Government seems prepared to accommodate some of the less xenophobic European demands for trade restraint. It is also likely to encourage further European exports to Japan, and is talking to Japanese industry about major investments in Europe.

In due course it is inevitable that Japan should become more closely involved in the international processes of political consultation that were at one time the prerogative of the U.S. and a tiny group of European nations. But its might remains economic, and so it seems likely that Japanese diplomacy will be developed most effectively in this area.

Japanese foreign ministry officials are convinced that the country can play a forceful foreign policy role without playing any direct part in global defence. Through active promotion of overseas aid, steady investment in developing countries, the establishment of joint ventures and encouragement of technology transfer, they feel they can play an economic role that is complementary to the role being played by the U.S. in Asia and by NATO member states in Europe.

By stimulating growth in the world's free economies, Japan can develop economic diplomacy in a valuable and distinctive way. In matters of defence, in the words of one Western diplomat in Tokyo, "Japan doesn't have to be anything other than a porcupine."

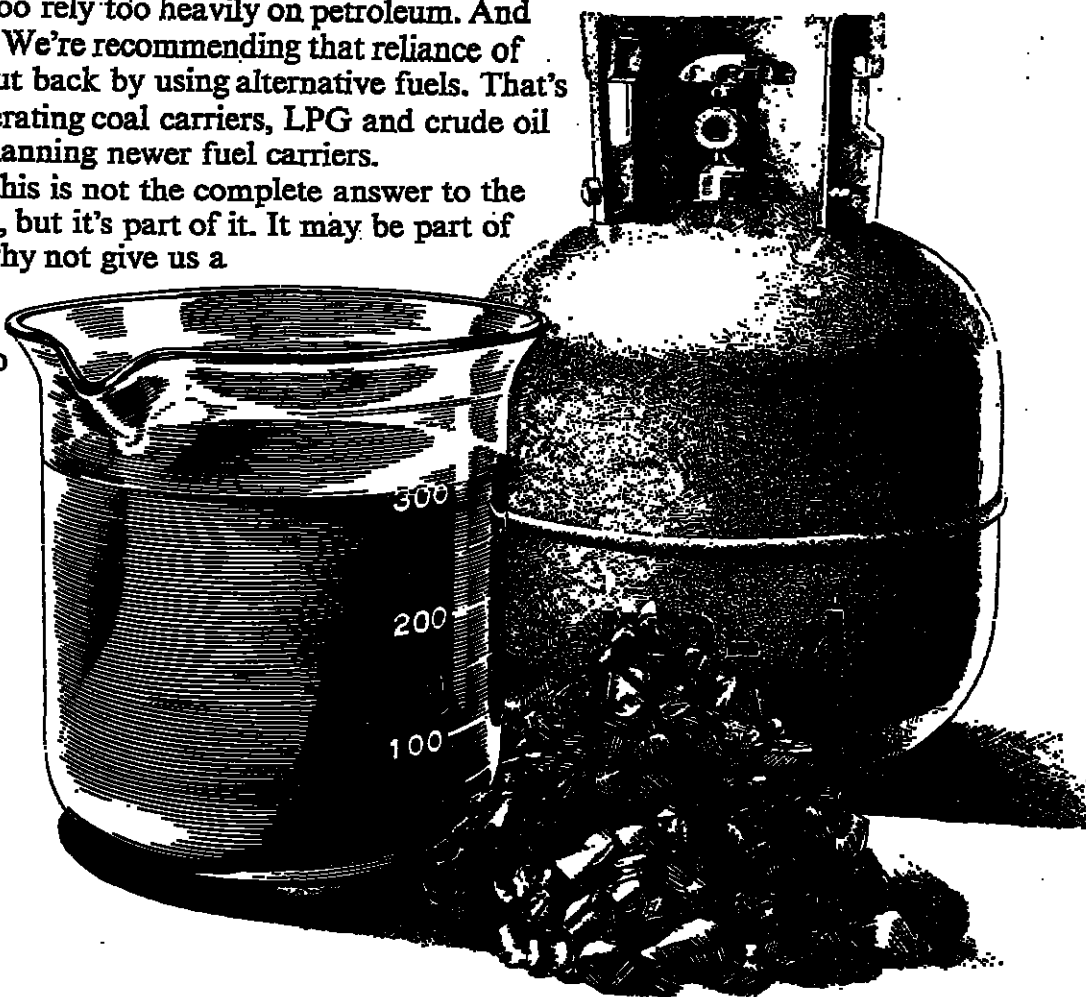
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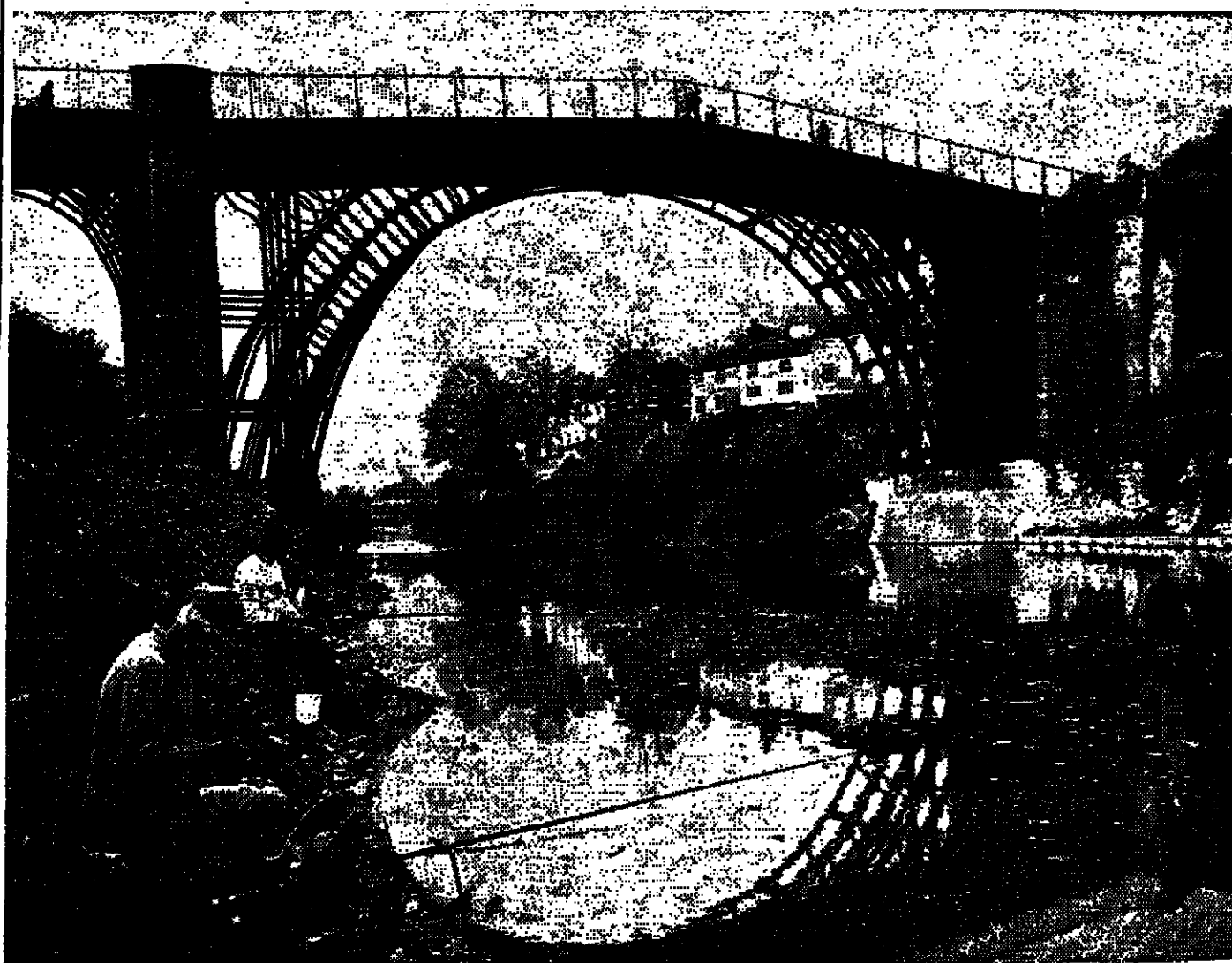
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# Policy of enlightened self-interest

INTERNATIONAL AID  
DAVID DODWELL

WHILE MANY leading aid donors around the world are growing cold to the idea of international aid, the Japanese Government is at last beginning to warm to the idea.

Pursuing what the Government calls a policy of enlightened self-interest, there are plans to boost official development assistance from just over \$10.7bn during the past five years to \$21.4bn in the five years to 1985.

In response to criticism that Japanese aid is rarely in grant form, and is often closely tied to the purchase of Japanese goods, the Government has plans progressively to liberalise the terms on which it offers aid.

Japan's aid flows mainly to the countries of Asia, with the five member states of the Association of South East Asian Nations (ASEAN) taking the lion's share. This underlines Japan's preference for channeling funds towards countries where it has long-standing cultural and trading links, and highlights the country's economic and strategic priorities.

While major aid donors like the U.S. and the UK have been cutting back on aid projects, Japan's aid has been rising rapidly from the low base of five years ago. From \$1.1bn in 1976 (0.2 per cent of GNP) it rose to \$3.3bn in 1980 (0.32 per cent of GNP).

This lifted Japan to fourth place in absolute terms among donor nations, with only the U.S., France and West Germany contributing more. But it left Japan in 11th place in GNP terms.

The Government clearly states its reasons for bucking the trend. Dr Saburo Okita, government representative for external economic relations, says: "Whether we like it or not we are a considerable economic power. Since we never intend to use this power in a military way, the influence we

have should be of an economic nature. "There is a sense of enlightened self interest here. If poorer countries succeed in developing, then this must have a favourable impact on the Japanese economy."

Japan's interest is not simply economic, but also strategic. Staying at arms length from U.S. plans to boost defence spending, to raise its military presence in the Indian Ocean and to offer arms to countries threatened by conflict in Asia—notably Pakistan and Thailand—Japan believes any Soviet threat can best be thwarted by offers of economic aid.

This explains the emergence of "strategic aid" over the past year—about \$150m to Pakistan, and smaller sums to Egypt and Turkey. Thailand, already a leading beneficiary of Japanese aid, overtook Indonesia in 1980 as the primary recipient of aid (about \$310m compared with Indonesia's \$290m) largely because of its closeness to conflict in Kampuchea.

## Biased

Japan has always admitted that its aid policy is blatantly biased towards its own "back yard"—the developing countries of Asia. Of bilateral aid totalling \$1.9bn in 1979, \$1.33bn went to Asia—about 70 per cent. The five ASEAN member states received about \$600m of multi-lateral aid totalling over \$700m. More than \$200m went to the Asian Development Bank, where Japan is the leading donor.

At the same time its efforts have had to be made with considerable caution. Many of the people of south-east Asia still have memories scarred by Japanese military aggression during the Second World War.

More recently there has been hostility about Japanese "economic imperialism." The Japanese Government is still acutely sensitive about the disastrous tour of south-east Asia in 1974 by the then Prime Minister, Mr Tanaka Kakuei. The Prime Minister had to be airlifted out of protests in Jakarta, and met a similarly ugly mood in Bangkok. The cause was seen to be resentment at the encroachment of Japanese traders.

Such events have turned Japan into what one author called "the timid colossus." But this timidity is on the wane, and Japan's boosted aid efforts are one sign of this.

Relations with the region have improved considerably in the past six years. This was demonstrated by Prime Minister Zenko Suzuki's successful tour of ASEAN in January this year, and has borne fruit in an exceptional aid arrangement with Thailand.

Since Japan supplies 30 per cent of Thailand's concessional aid (and 70 per cent of its bilateral aid), and is the country's leading trade partner, the Government of Gen. Prem Tinsulanond has invited an economic mission to Bangkok to advise the Thai Government on the shape of its fifth five-year plan, due to be launched in October.

As well as advising on plan implementation, Japanese economists aim to co-ordinate aid efforts so that they complement government plans as much as possible. This aid arrangement with Thailand seems much to Japan's liking. The Government has a strong preference for integrated aid packages, involving Japanese experts and advisors and technical co-operation involving long term economic projects. Such a package in Thailand could involve the development of ports and an industrial hinterland on the eastern seaboard south of Bangkok, where the off-shore gas pipeline reaches land.

This Japanese preference has met with only modest response among other aid recipients. Most developing countries have a strong preference for aid to be as unspecific as possible—ideally straight-forward balance of payments support. They are reluctant to become locked into the technology of one particular donor, as is possible with bilateral technical co-operation.

In the case of Japan, such co-operation has other drawbacks: the Japanese language is not widely spoken, so expertise is difficult to transmit. There are also difficulties in recruiting Japanese experts to work abroad, mainly because of the life-time employment system adopted by most major Japanese industries.

Technical co-operation therefore remains stuck at about 10 per cent of ODA, and is unlikely to rise in the foreseeable future.

Despite Japan's generally unimpressive past record as an aid giver, the success in doubling aid over the past five years, coupled with the commitment to a further doubling in the five years to come, is no mean achievement. This is underlined when one bears in mind the growing antipathy towards aid, and the world economic recession which has fuelled this mood. Japan too has faced severe economic problems.

With a massive budget deficit, the Government has been forced to seek major spending cuts. Over 1981 and 1982 it is tied to zero growth in spending. This means that many areas—including welfare payments—are to be cut. The ceiling on defence spending is to be about 7 per cent. In this context, a calling of 11.4 per cent growth in aid spending has taken a great deal of fighting for.

## Significant

The improvement in the quality of Japan's aid should not be ignored. In 1973, almost 40 per cent of Japan's bilateral aid was formally tied. This fell to 16 per cent in 1979, and was actually eliminated in 1980. Assistance on grant terms grew from \$673m in 1979 to \$914m last year, rising from 25 per cent to 28 per cent of all aid.

There seems no doubt that as other Western aid donors curb their aid budgets, so Japan's contributions will assume greater importance. But the overall aid climate is deteriorating, with cutbacks elsewhere far outweighing Japan's increased commitments.

For this reason, starting with the recent tour of European capitals, Japan's Prime Minister Suzuki and other Government leaders have begun a diplomatic offensive on aid. They will be arguing hard that everyone's best interests—both economic and strategic—are served by dispensing aid to generate growth in the developing countries of Asia, Africa and Latin America.



## JAPAN X

## Vision of the "Super Computer"

DEVELOPMENTS  
IN COMPUTERS

MIKE THARP

ON THE east wall of one of the most important sections of Japan's Ministry of International Trade and Industry (MITI) is a black and white mural depicting, with child-like simplicity, MITI's vision of the 1980s. Spread across the front of the Electronics Policy Division of the Machinery and Information Industries Bureau, it shows humans reaping the benefits of the world's most advanced machines.

People are flying in mini-versions of the Space Shuttle, diving in compact submarines, refining oil, riding a monorail. There are people in their homes, a hospital and a school. The common link among all these activities is represented by video terminals and what appear to be microwave dishes inside buildings and on top of roofs.

The mural outlines graphically the "information" of Japan—or what Mr Shohei Kurihara, director general of the crucial MITI bureau, calls a revolution. His Ministry is responsible for co-ordinating the Government-industry effort to maintain and upgrade Japan's international competitiveness in the broad field of data processing and transmission. The mission extends up to the end of this century.

From the beginning of this fiscal year (April 1 last) that effort has coalesced around three distinct but interdependent projects. People familiar with previous public-private sector co-operation in Japan will recognise the potential implications for the country's overseas business competitors.

The first project, dubbed the Super Computer by Mr Sozaburo Okamatsu, the thoughtful and articulate director of MITI's electronics policy division, calls for an ultra-high-speed computer that will be used only for scientific and technical calculations.

The Super Computer, 1,000 times faster than current computers, will ultimately have widespread commercial applications.

Mr Okamatsu explains that the multipurpose processor will, for example, allow much higher resolution photographs from satellites which could make for more accurate weather forecasting. If it also contributes, as many predict, to the development of a new "computational" physics different from present experimental physics, other applications could follow. Scientists and engineers could calculate designs for new aircraft or space vehicles without using wind tunnels to conduct experiments. Nuclear reactors could also be designed with the Super Computer.

MITI's target is to develop the computer over the next eight years, starting in January 1982. The budget is only ¥30m for the past three months of Japan's current fiscal year, ending next March 31. But the funding will total up to ¥300m over the project's eight-year term.

Japan's four major computer makers—Fujitsu, Hitachi, Nippon Electric Company and Mitsubishi Electric Company—are likely to participate in the project in one way or another.

Toshiba Corporation, Oki Electric Company and NTT, a joint marketing venture between Toshiba and Nippon Electric, may also join.

## Ten-year project

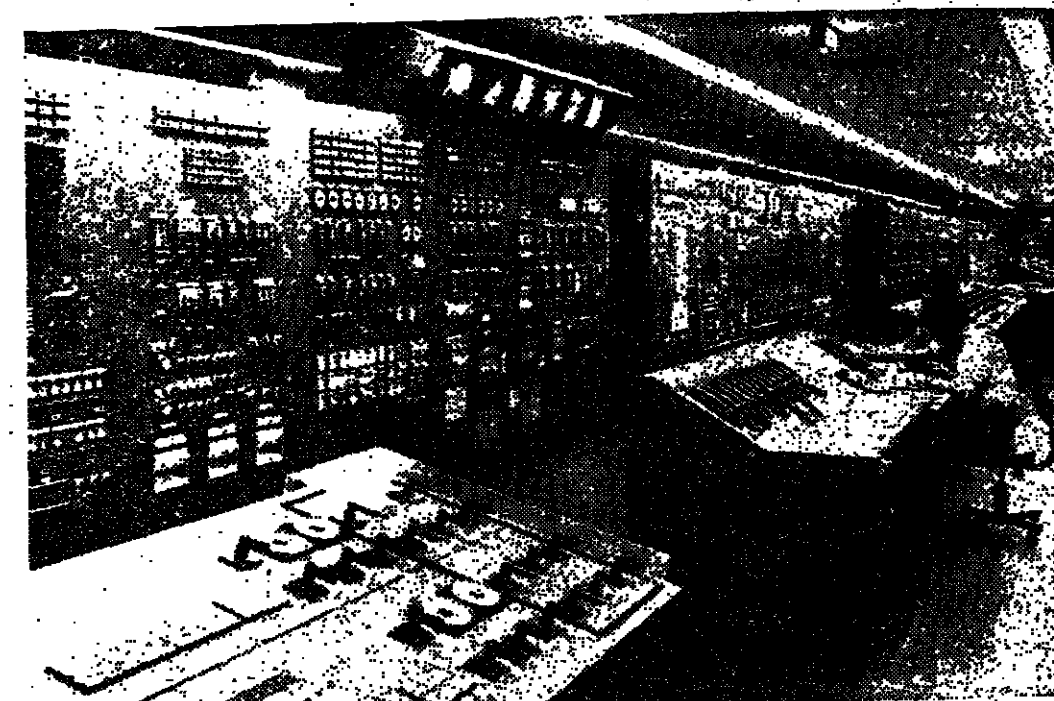
The second project, and the one most widely known outside Japan, is to develop what the Japanese call the Fifth Generation Computer. It will presumably be in service during the 1990s.

Scheduled to extend over a 10-year period, the project will be the most comprehensive example to date of government-business co-ordination on a high technology enterprise. Participants hope to have a prototype operating by 1990.

Only ¥15m has been allocated for the project this fiscal year because initial research will be concentrated simply on determining a development schedule and the composition of a suitable research organisation to pursue the project. Later spending will depend on the early results of that research.

If it succeeds this is the project that will cause the mural figures on MITI's wall to come to life. Proponents hope the product of 10 years of R and D will be a computer easy to use by ordinary people.

One feature of the Fifth Generation Computer will be a structure completely different from that of present computers. The integrated circuit devices



Computers calculate energy use and recovery at the Ohgishima works of NKK (Nippon Kokan) in what is claimed to be the world's first energy control centre for a steel-making plant. All Ohgishima computers are connected to the NKK Tokyo head office so that instructions can be rapidly relayed from 22 miles away

inside will be the same, however, as those eventually used in the Super Computer, there are currently three candidates under consideration. These are the Josephson Junction element, gallium arsenide and the HEMT, or high electron mobility transistor, announced last year by Fujitsu.

Whatever method is chosen it will not be silicon-based, as are present integrated circuits. Mr Bunichi Oguchi, executive vice-president of Fujitsu Laboratories, observes that by super-cooling the HEMT device "we can get 50 times faster speed than ordinary silicon."

MITI will sponsor an international symposium on the Fifth Generation Computer in October and has invited researchers from the U.S., UK, France and West Germany to discuss the status and outlook of the projects.

Budget for the perfection of the devices themselves will reach ¥300m spread over 10 years. "We are criticised for being free riders on technology," concedes Mr Okamatsu, "but this [functional devices] project will develop new basic technology for the new industry."

Subsidies from the Japanese Government for the three latest ventures will range from one-third of the cost to 100 per cent and will be limited to spending for basic research, not for commercial applications, MITI insists.

Once the companies involved

apply any of the research-developed results to products for the marketplace, and if they make a profit from those products, they must return the amount of the subsidy to the Government. In that sense MITI considers its funding more of a loan than a subsidy.

Although most observers credit the three-year VLSI (very large-scale integrated circuit) project, which ended last year, with accelerating Japan's progress in the information industries, there seems to be more hesitancy, if not outright scepticism, about the efficacy of at least part of the three new projects.

## Function

Mr Hideo Ohta, recently appointed managing director of Mitsubishi Electric Company, notes that the Fifth Generation Computer involves R and D for a complete system—hardware and software—rather than for the microelectronic building blocks of the VLSI project. The Fifth Generation Computer will be devoted "more to final products, rather than only parts and knowhow," he says. "That will make it quite difficult for competitors to co-operate."

One interesting prospect for Japan's overseas competitors is the opportunity to participate, to a degree not yet determined, in some of the projects. IBM has been invited to join and an official describes it as "not only a theory but a changing

phenomenon, trying to involve foreign-based computer manufacturers."

IBM is unlikely to throw any of its corporate fortunes into a project that could later boomerang competitively, but smaller Western firms may.

A testing ground for the computer competition of the 1980s will be word processors using kanji, Chinese and Japanese characters. Several Japanese computer makers have developed their own software programs for kanji, but so has IBM Japan, a wholly owned subsidiary of IBM. A central problem in any software development program for the Japanese will be financing it, says an analyst for Nomura Securities Company.

As the battle lines are drawn, probably with green electronic impulses on a terminal screen, MITI finds itself increasingly cast in the role of an observer on the ramparts of electronic data processing. Once the gruff sergeant-major lining up recalcitrant or inexperienced corporate recruits for the Information Revolution, the Ministry has lately assumed the posture of a commander who mainly watches action-hardened veterans as they struggle among themselves and against foreign competitors. Mr Okamatsu defends his Ministry's new role. "Individual company projects are more short-term, more market-oriented. Government projects are more long-term. We show the direction."

The aim is world leadership  
in micro-electronic fieldINTEGRATED  
CIRCUITS

JOHN HARTLEY

IN 1960 not many people would have believed that a calculating machine would some day be the size of a business card and as thin as a credit card. If certain technological breakthroughs are achieved by Japanese and Western researchers, the "downsizing" of machines will reach startling proportions.

Towards the end of this century, for example, the largest computer could be a desk-top model, and most computers will be hand-held. The vital parts that allow ever-smaller dimensions are integrated circuits, transistors and other elements integrated on a single silicon chip. The very large-scale integrated circuits (VLSI) expand the number of transistors on a chip so that it can perform more than one function. When LSI's and VLSI's are interconnected on a circuit board, they can form an entire computer.

The next generation of VLSI's will be created by using ever more complex, high-density semiconductor structures. But there are ultimate physical limits on the capability of metal-oxide-silicon chips to conduct and insulate electrical current.

Thus at Fujitsu's Kanagawa laboratory, Nippon Electric's Kumamoto plant, Mitsubishi Electric's Itami works and other corporate experimental stations around Japan, technicians and scientists are seeking to develop the technology that could propel Japan into the world leadership in integrated circuits.

Those researchers will soon be joined by Government and academic counterparts in yet another Japanese joint-venture project completed in 1980. That co-operative effort is credited by both industry and Government with advancing Japanese competitiveness with the U.S. in that field.

One of the MITI co-ordinated

programmes will concentrate on three areas: developing new materials for an even greater degree of integration in microelectronics; biomass technology; and an effort to develop new functional devices with potential applications in all kinds of electronic machinery.

It is this last project that will have the most relevance to LSI's and semi-conductors. Three kinds of functional devices will be examined in MITI's long-term—10 to 20 years—programme. The first year's budget is ¥627m (£1.4m) but funding will swell to ¥300m over the next nine years.

Industry and government researchers will probe the possibilities of three kinds of functional devices. The first is called the super-lattice device, and will, in the words of Sozaburo Okamatsu of MITI's electronics policy division, "put devices in the state of atoms."

Such miniaturisation will allow much more integration than exists, and with shorter distances to be traversed by electrical impulses on the chip (distances measured in microns—a millionth of a metre—and submicrons) speed and reliability could be enhanced.

The second area of research is with three-dimensional devices. Currently, patterns are produced by photolithography on top of a single silicon chip. If the scientists succeed in putting another chip on top of the first, they will have a two-layer device, a semiconductor sandwich on which more functions can be placed.

The final area of attention on the functional devices will be an attempt to develop chips that can withstand extremes of temperature, vibration and radiation. They could then be used effectively in satellites or as sensors in a nuclear reactor.

The new functional devices project has not yet been determined by MITI, but its general outline will resemble what the Japanese call kansakkumi—a wedding of Government, universities and companies. As with the VLSI project, the joint studies will be confined to basic research, with any commercial applications done later by the companies themselves.

Whatever the progress of the MITI project, Japanese companies are proceeding with their own autonomous programmes, geared to the marketplace. "These are important areas, and we have to continue our own R and D whether or not we are invited by MITI," says Kimio Sato, general manager of Mitsubishi Electric's semiconductor division. "It is the same with other companies."

Semiconductors and related LSI devices account for about 7 per cent of Mitsubishi Electric's annual sales, but the ratio will soon grow to around 10 per cent, a trend common among nearly all the Japanese companies in the field.

Nippon Electric is acknowledged to be one of the world leaders, having begun research on semiconductors in the 1940s and being the first Japanese company to begin semiconductor production in 1953. The company is investing its money in two areas that it hopes will push back the frontiers of integrated circuit technology.

One is gallium arsenide as an ultimate substitute for silicon. NEC has used gallium arsenide in transistors since 1970 and, as Keisuke Yawata, general manager of NEC's international electron devices division notes, with some pride, "there has been at least one NEC gallium arsenide transistor in every satellite the U.S. has launched."

However, NEC is now trying to use gallium arsenide on integrated circuits, not transistors, but the crystal technology for doing that remains in a primitive stage. Nor have researchers discovered an effective and viable method of production technology to integrate transistors on a single gallium arsenide chip.

The second focus of NEC's attention is the Josephson junction device which operates at the temperature of liquid helium—minus 270 degrees centigrade. Clearly, there are formidable obstacles in trying to produce a computer or other electronic machine for daily use that requires super-cooling by complex chemical equipment. Nevertheless, NEC and other Japanese manufacturers are mildly optimistic that a work-

able solution can be found within a decade.

Most manufacturers are increasing their research and development spending for these and similar technological development efforts. Mitsubishi Electric, for instance, spends 4 per cent of its total sales for overall R and D, but 12 per cent of integrated circuit revenues are ploughed back into further study. By 1985 the company projects 30 per cent annual growth in sales of integrated circuits, according to managing director Hideo Ohta.

The main product lines that will employ integrated circuits during the rest of the decade will continue to be computers, automobiles, video tape recorders, cameras, both single lens reflex and portable video, and video discs.

NEC and Mitsubishi Electric, among others, have already sold some electron devices to Japan's self-defence force, and it appears likely that demand from the military will grow, especially in the naval and aviation areas.

Integrated circuits have become one of the many bones of contention in the perennial U.S.-Japan trade friction, with smaller American makers arguing for restrictions on exports from Japan. However, both Governments agreed in May that they would lower their tariffs on integrated circuits to 4.2 per cent from 10.1 per cent in Japan's case and from 5.6 per cent for the U.S.

Another way the Japanese have sought to quell protectionist sentiment is to build production facilities in America and other markets. NEC, Hitachi, Toshiba and Fujitsu have established production plants in the U.S., and others are likely to follow.

It is said that the performance of integrated circuits has nearly doubled every year, and many experts believe the trend will continue, although more gradually. Bunichi Oguchi, executive vice president of Fujitsu Laboratories, suggests that after 256-kb's are perfected, "one megabyte will be needed, supply by a combination of ordinary and advanced technology."

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# Role of telecommunications monopoly is questioned

**NIPPON TELEGRAPH AND TELEPHONE (NTT)**  
JOHN HARTLEY

WITH THE potential for an enormous increase in information transmission just around the corner, the role of NTT (Nippon Telegraph and Telephone), Japan's internal telecommunications monopoly, is being questioned. Like any corporation, NTT tries to push technological development into areas that will increase its business, but since it is a monopoly with limited operating rights, it is not necessarily moving in a direction that is in the best interest of its subscribers.

In theory, the Minister of Posts and Communications should keep NTT on the "reins" but obviously the NTT has much greater influence at the ministry than a private company would have which wanted to promote some entirely new technology. Private industry thinks it is in a David and Goliath situation in such confrontations—except that Goliath may be one of its biggest customers.

NTT's premise is not un-naturally that future communications systems should be based around the telephone lines, be it a question of electronic mail, or information for households. Like British Telecom it is promoting a videotex system—called Captains—for home information. NTT claims the alternative, of an interactive cable TV, involves enormous cost in laying a new network of cables for little gain. However, because Japan is so mountainous, cable TV would be a distinct advantage in some regions.

It is certainly true that in the short term the videotex offers the greater potential, even if subscribers will end up with enormous telephone bills. So far, NTT has carried out field tests with Captains to 1,000 subscribers, and is to start a second series of tests with around 2,000 subscribers. The main weakness of Captains is that it takes a long time to update information—the weather forecast is daily, for example. The beauty of Prestel is that data can be changed very rapidly.

It could be argued that had private industry been responsible for this development the system would be more flexible. But in practice the inflexibility results mainly from the need to devise a system that can handle the complicated Chinese and Japanese characters. At the same time, once Captains is in



Details of goods available from a local supermarket can be "called up" on screen in this control room experiment to enable residents to make purchases via the communications system.

operation, it will be difficult to scrap it in favour of some new system based on as-yet unknown technology.

Another area where NTT is working hard to guarantee itself is in facsimile transmission, which is already big business in Japan because most letters are handwritten in Japanese characters. Therefore it is convenient to transmit these letters by facsimile to branch offices.

NTT foresees a future in which there is a facsimile machine not just in every office, but in every home. It has devised a system of transmission, which will be used in the home in conjunction with new, inexpensive facsimile machines, called Minifax. NTT has developed the Minifax concept in conjunction with Fujitsu, Hitachi, Matsushita, Murata, NEC and Toshiba with the aim of reducing the cost to around £200, or about 25 per cent of current small office machines.

## Signals

To keep control of transmissions, NTT is developing a new transmission system, which can be used by any type of facsimile machine. The idea is that the data is still fed into the normal telephone line, but is then transferred to a facsimile branch line. The message will be turned into digital signals, stored on a memory, and then transferred through the special facsimile line to another terminal, which also has a big memory. Then the data will be relayed through the local telephone line to the subscriber.

The advantage of this system is that the data can be transmitted more quickly than through the normal lines, and the main trunk telephone lines will not become clogged by facsimile messages.

To handle the information transmission explosion, NTT needs more telephone lines, so it is carrying out research into optical fibres, which are capable of carrying more data faster than tiny cables. NTT has confined itself to research and development of optical fibre cables of high efficiency, leaving the manufacturers to develop the production techniques.

In developing optical fibres, the aim is to reduce the amount of light lost during transmission and to reduce cost. If the light loss is excessive, many repeaters are needed to amplify the signals, thus increasing cost and complexity. Whereas British Telecom is working on the potentially expensive multiple compound fibres, NTT is concentrating on pure silicon fibres. NTT researchers claim that although these pure fibres are more expensive, they are more reliable and suffer less from light loss. They are relying on Japanese cable-makers to reduce the cost by streamlining the production process.

To enable production of a cable with minimum light loss, NTT has devised a new production process called VAD—vapour phase axial deposition. The big advantage of this process, apart from the purity, is that cables up to 100 km long can be produced, whereas conventional techniques are limited to 3 to 5 km. Wherever optical fibres are

joined together, there is a considerable loss of light, so this is an important breakthrough.

In this case, it seems that NTT's policy of controlling its own research has paid off. It has devised a high-quality fibre that can be produced in long lengths. Now it is up to the three companies producing the cables—Furukawa, Fujikura and Sumitomo—to streamline the manufacturing process. Inherently, though, the VAD technique, producing as it does long cables, is more akin to a mass production technique than the methods used formerly. NTT intends to start installing optical fibres in 1983 in special applications such as between offices, and in environments where magnetism causes interference with normal lines starting. As yet it has no firm plan to start using the cables as telephone lines to subscribers' handsets.

Optical fibres are fundamental to any telephone company's business, and in the view of NTT, so are integrated circuits and high-speed computers. Thus it did research into very large scale integrations (VLSIs) before the project sponsored by MITI got under way, and now it is working on a Josephson Junction (JJ) computer, despite the fact that MITI has just started a mammoth project with the same aim.

NTT claims it needs switching systems 1,000 times faster than the telephone system if it is to transmit video pictures, so an ultra-fast computer is essential. The target is for the prototype computer, which will have very limited capability, to be built within three or four years. Its main feature will be very rapid processing, giving it 10 times the power of the new IBM 3081 processor.

Hiroo Toyoda, director of NTT's Electrical Communications Laboratory justifies this programme by pointing out that conventional semiconductor devices are developing so quickly that the electronics industry may not need J-type computers. He foresees the speed of silicon devices increasing five times in the next five years, and that this gradual progress will be more than enough for the electronics industry.

On the other hand Toyoda's target is for devices and circuits that are 100 times faster than silicon. Thus, he claims, the requirements of the telecommunications industry are unique and will remain that way.

If NTT continues to keep its research ahead of private industry it has every chance of keeping a tight grip on telecommunications, and all information communications in Japan.

The writer is Far East Editor for the Engineer and Electronics Times.

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## Important consequences in the area of computer development

**NEW MATERIALS**  
JOHN HARTLEY

TO PUSH the information revolution forward, electronic devices that can handle data much faster are needed. Although large-scale computers may seem fast, there is considerable room for improvement. This is partly because they are large, usually being housed in special computer centres. Ideally, the large computer should just be tucked in the corner of the office, and some of them should be fast enough to process data at least 10 times as quickly as at present. This speed is needed both for weather forecasting and complex technological calculations.

To speed up processing, electronic devices that can switch quickly are needed. One way of speeding up the process is to use circuits with finer lines more closely packed together, and that is one reason why so much effort has been put into miniaturisation, such as into the production of very large scale integrations (VLSIs).

## Emphasis

Japan has already made progress in miniaturisation through the government-sponsored VLSI project, but now the emphasis is switching to new materials which offer a further big jump forwards. Some of these materials offer the prospects of building a large-scale computer the size of a filing cabinet.

In some respects the research into these materials involves the same sort of talents needed in the VLSI project. It is a case of taking materials that are known for certain characteristics, but which have certain problems, and gradually turning them into practical propositions. The research is mainly a question of development, in which the production

process is an important feature. For example, the most promising materials are gallium arsenide, and its derivative aluminium arsenide. Another promising device that involves material research is the Josephson Junction, invented at Cambridge University in 1962. The concept of using gallium arsenide was developed by a researcher at IBM. But in both these cases the Japanese are doing as much research as anyone.

The performance of the semiconductor depends basically on the speed at which electrons are activated in the crystals. In gallium arsenide, activation is six times quicker than in the silicon used nowadays. The material is already being used in radio communications, and is being developed for use in computers.

Apart from its inherently high speed of operation, gallium arsenide has another important feature that will help push the information revolution along—it can be used as the substrate for laser semiconductors, digital/optical converters and some digital displays. The importance of this is that as the power of conventional copper cables becomes a limiting factor, they are unable to transmit data between a computer and terminal anything like as quickly as the data can be generated.

To solve that problem, slim optical fibres, which can transmit through a vast number of channels very quickly, are coming into use. However, to some extent, the optical/digital converters, needed between the computer and optical fibres, are the weak link. Because they are made from different materials from the integrated circuits, they are separate units, with inevitably higher prices and lower reliability. With gallium arsenide, integrations can include these converters, thus reducing size and cost, while increasing reliability. In Japan, NTT, the telecommunications monopoly, and Fujitsu have both done a lot of

research into gallium arsenide, as have some other organisations under the auspices of the Ministry of International Trade and Industry (MITI). Fujitsu seems to have made most progress with its combination of gallium arsenide and gallium aluminium arsenide called the High Energy Mobility Transistor (HEMT). Apart from the difference in materials, the construction of the HEMT is similar to that of a silicon device, although great precision is needed in controlling the proportion of some materials—it is actually a case of counting the atoms individually! Fujitsu claims that this can be done without too much difficulty with the aid of a computer-controlled machine. Obtaining the necessary level of precision is a development project which seems ideal for Japanese companies.

## Advantages

Already, the advantages of the HEMT are clear. At room temperatures it can operate theoretically 10 times as fast as silicon. But if the temperature is powered to the level of liquid nitrogen, the HEMT will operate 25 times more quickly than silicon devices. Since nitrogen is widely available, Fujitsu claims that cooling to the temperature of -196 deg C is not expensive.

So far, actual HEMTs have shown a gain in operating speed of 12 times, and further increases are merely a question of improving the manufacturing technique, say the Fujitsu researchers. For this reason Fujitsu is backing its HEMT as the device of the super-fast computer of the 1990s against the Josephson Junction (JJs) being developed elsewhere.

The JJ depends on the superconductivity effect that occurs in some metals at absolute zero (-273 deg C.). Not only does this effect result in very fast operation of devices, but power consumption is very low. IBM is doing a lot of work on JJs, and recently, NTT began a three-year project to develop a

small computer based on JJs.

One of the main problems with JJs is that they have to be cooled rapidly, and that results in thermal stresses, so once again the key is in materials research. NTT has been working on lead alloys, but is now putting more emphasis on germanium and niobium in an attempt to improve durability. The target is a computer that will operate 100 times faster than silicon.

MITI, which has a soundly-based reputation for pushing long-term research forwards, has recently set in motion three projects aimed at giving Japan a healthy slice of the enormous business that will come from the information revolution. One of these is in parallel to the NTT work on JJs, another is for a fifth-generation computer, while the third is aimed at producing materials for the 21st century.

So far virtually no work has been done on the materials side, but this is a 20-year project aimed at developing low-cost ceramics of high performance and some new semiconductor elements. MITI envisages that by the next century ultra-miniature devices, in which the circuits are arranged in levels of atoms, three-dimensional devices, and devices for arduous conditions, will be needed.

New materials may be needed to make these devices possible, the first two being intended to produce the sort of level of miniaturisation about which electronics experts dream. For example, the three-dimensional devices would incorporate several layers whose elements were interconnected together. Thus one three-dimensional chip would replace the mass of chips and devices that currently sit on a circuit board.

Clearly the Japanese are keen that they not only get their fair share of the business in the next decade as information transmission explodes, but that they are ready for the developments that will come in the next century as well.

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## Problems of an ageing society

JAPAN IS fast becoming the "oldest" society in the world. The change is creating problems for Government and industry—problems that are expected to become progressively more serious over the next 30 years.

The Japanese Government has warned that State pension schemes will have to be radically changed between now and the end of the century if they are to withstand the strains created as the population becomes older.

It is already concerned about the mounting cost of health care for the elderly.

At the same time, industry is being forced to make fundamental changes. The long-standing policy of compulsory retirement at 55 is now in the process of being abandoned, in some cases at considerable cost.

As the percentage of older people in the workforce increases, so the Japanese seniority wage system, where pay increases in proportion to age and length of service in a company, is having to be modified.

The rate at which Japanese society is ageing has no precedent anywhere else in the world. A country like France saw its population aged 65 or over grow from 5 per cent of the total to 12 per cent during a period of 170 years. The same change took 75 years in West Germany, but will take just 45 years in Japan.

### Rapid change

People aged 60 and over, just 8 per cent of the population in 1955, will make up an estimated 15 per cent in 1995. This rapid change is due to the coincidence of two factors.

First, Japanese people can now expect to live longer than people in any other country in the world—men to 73 and women to over 78. At the same time, with the exception of a brief baby-boom for two years after World War Two, the birth rate in Japan has been among the lowest in the world—less than one per cent.

As the proportion of the population reaching middle and old age has grown, so the Government has been the first to raise alarm signals.

State pension schemes which are extremely comfortable in surplus with contributions from wage-earners outweighing pension payments by over ¥3,350bn a

year are expected by the turn of the century to be in chronic and permanent deficit—about ¥3,500bn a year.

As the retired population grows, both in absolute terms and as a percentage of the population, so an ever increasing proportion of a wage-earner's salary will be taxed in order to support them.

Whereas at present, each pensioner in Japan is supported by contributions from almost 13 wage-earners, by the year 2000, there will be less than four workers to every pensioner.

Pension contributions which currently account for just 10 per cent of the average salary will, by 2000, account for almost 18 per cent, and by 2010 for a formidable 30 per cent of every man's salary.

By that stage, the Ministry of Finance predicts, the State pension system, and the tax system supporting it, will have collapsed.

Medical provision, which cost the Government ¥2,500bn in 1970 (just 4.1 per cent of national income) rose by 1980 to ¥13,000bn (6.1 per cent of national income). By the year 2000, the Government predicts medical spending will account for 7.3 per cent of national income.

The Finance Ministry argues that the only way of avoiding an intolerable tax burden or a collapse of the national welfare system is to introduce two fundamental changes: first, the pensionable age will have to rise from 60 to 65. Second, companies must be persuaded to raise their retirement age from the current average of about 57 to at least 60 and progressively to 65.

The crux for industry is the issue of retirement age. The official retirement age of 55 has long been favoured by industry as a way of keeping wage costs down, and of helping to ensure a steady flow of promotion opportunities for younger workers.

The seniority wage system, for all its advantages in maintaining the long term loyalty of workers, has one important drawback: it makes old workers extremely costly.

Official retirement rarely marks the actual end of a worker's life. Industry bosses use the official ceiling as a way of dispensing with expensive older workers. This allows steady recruitment of cheaper workers straight from schools and colleges.

For the "retired" worker, departing with a "golden handshake" amounting on average to about two years' salary, it is essential to find a new job, albeit at lower pay. This would help to tide them over the difficult period between retirement and the age of 60 when they become eligible for a state pension.

Industrialists first began to relax the retirement ceiling in the early 1970s, initially under pressure from the Government, but later in response to increasing pressure from retiring workers themselves.

The industrial recession following the oil price hike in 1973 coincided in Japan with a trend towards automation which made it steadily more difficult for retired workers to find new jobs.

### Estimates

Despite a very low unemployment level in Japan, aged workers make up an abnormally large proportion of the unemployed population. The Ministry of Labour estimates that 200,000 of the country's 1.2m unemployed are over 55, and a further 240,000 are between the ages of 49 and 55. Unemployment agencies report that any job advertisement for older workers is eligible attracts at least 10 applicants.

With unemployment and possible hardship facing a worker close to 55, the obvious alternative was to fight for an extension of the official retirement age.

The first industries to respond were the car and electronics industries, both of which were buoyant in the early 1970s and both of which had an acute labour shortage. But the "oil shock" of 1973 froze the trend, plunging industries such as steel and ship building into recession and making them unwilling or unable to afford an extension of retirement. For them, the problem was how to trim the workforce, not how to enlarge it.

In the past two years, companies have again begun to respond to worker demands to raise the retirement age. Nippon Steel, which shelved its retirement-raising plans during 1973, has in the past few months reached agreement with workers on a new retirement policy. Their case offers a good example of the difficulties involved.

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## The under-40s have taken to leisure in a big way

### THE LEISURE INDUSTRY

DAVID DODWELL

AFTER BEING tangled up in the stream of lunchtime joggers circling Tokyo's Imperial Palace, or trapped in a traffic jam with the thousands making a break for the beaches on a Friday evening, one realises that the Japanese take their leisure very seriously indeed.

The post-war scorn for leisure as unproductive and a symptom of lethargy has long since died away. But Japan's one-time workaholics have silenced this criticism at the price of becoming leisured.

Experts on Japan's leisure industry claim there is a big divide between people above and below the age of 40. Those above tend to work overtime most days, work a six-day week, and take only a fraction of their annual holiday entitlement. Industrialists describe this phenomenon as one of the unique elements of the Japanese workforce, and attribute it to worker loyalty to their company. As a result, few people have little time for leisure.

The under-40s, on the other hand have taken to leisure in a big way. Where the company offers a two-day weekend—only 45 per cent do so—they tend to take it. They also take their full annual holiday entitlement, though in Japan only 25 per cent of the workforce has more than 15 days holiday a year (compare this with 90 per cent for a worker in Paris, or 76 per cent for workers in London).

Attitudes to leisure in Japan are strongly influenced by the fact that it is such an intensely urbanised society. The southern seaboard of Honshu, stretching from Tokyo in the east to Osaka in the west, includes just 10 per cent of Japan's surface area, but accommodates 47 per cent of its 116m population. By 1977 Tokyo had a population density of 13,422 people per square kilometre, more than three times the density of London.

Such urbanisation has meant that leisure activity is traditionally group activity. It also means the Japanese are more than usually aware of the value of open space and countryside, and of the need to look after one's health in a congested urban environment. In a society where one's everyday life is so socially visible, leisure has been affected by the need to "keep up with the Joneses." It is an

area of conspicuous consumption.

The Government and government agencies produce mountings of more-or-less meaningless statistics reporting that almost 45m people dined out in 1979, that 42m people were sightseeing, while almost 41m went on "other day excursions" and so on. The Leisure Development Centre says profoundly: "Much weight is given to leisure activities relating to trips and excursions."

Behind the gobbledegook of figures, some important trends can be detected. Most prominently, leisure is becoming participative and individual rather than passive and a group activity. It is predominantly seen as a means to good health. Under the impetus of the 1964 Tokyo Olympics and the 1972 winter Olympics in Hokkaido, sporting interest has boomed. Japan now boasts while 12m regular joggers. Over 34m play golf and tennis. Over 34m take regular exercise, either gymnastics or callisthenics—about one person in three. Almost 8m Japanese ski during the winter. A smaller, but fast growing number have taken up more elite sports such as water skiing, wind surfing and sailing.

### Travel

The same individualistic trend can be seen in Japanese leisure travel. From the pilgrimages of the middle ages to the package tours of the 1960s, the Japanese have always been eager tourists. But the emergence of the family car has meant a decline in group travel. Overseas travel followed an erratic trend. Fast rising incomes created a boom through the 1960s which slowed suddenly in 1973 with the oil crisis and steep rise in fuel prices. But between 1976 and 1979 the boom resumed—it grew again, at an annual rate of 10 per cent. Almost 4m people travelled overseas in 1979. The sudden fall in value of the yen in October 1979 put another sharp brake on overseas travel, with a real decline of 1 per cent in the number of people going abroad.

Until recently, the majority of Japanese travelling abroad were men between the ages of 30 and 40—the notoriety of all-male Japanese sex-tours to Thailand, the Philippines and Hong Kong is widespread. This pattern dominated the overseas travel statistics: most trips were to Asian destinations (63 per cent in 1977) and were for just four or five days.

But this pattern has already begun to change, with an increasing number of overseas

travellers being girls between the ages of 15 and 25—a group with rising incomes and few commitments. Such travellers ideally seek holidays in Europe or the U.S. and this is becoming more easily possible as annual holidays become longer.

Another leading leisure activity in Japan is eating out. In 1979 this consumed 13 per cent of all food spending. Interesting trends can be seen here too. With more women working, there is clearly a greater reluctance to cook an evening meal at home every day.

More significantly, the many thousands of men who every night after work used to slip into the Ginza hostess bars or pachinko parlours are now tending to travel home directly from work and spend their evening leisure time with the family—often going out for a meal.

This trend does not simply mean that Japanese men are becoming less chauvinistic: with shorter hours and more regular working day, evenings at home are easier to plan. The spread of two day weekends has also strengthened family social life.

Recreation at home is still widespread. Among the older generation, handicrafts and gardening are prominent. But among the young there is a fast growing proportion keen to learn how to play musical instruments. There is a piano in one in four Japanese households.

The leisure statisticians also claim that the traditional recreations of the tea ceremony, flower arranging and kimono-making are as buoyant as ever. These activities are part of *okugakoto*, the bride-training intended to secure a good marriage for every respectable young girl. One suspects that in more liberal and informal times these recreations would be in decline, and that claims to the contrary would come from parents rather than the young. But there are no hard figures to back either case.

Whatever the trends or changes in leisure activity, it is clear that leisure is very big business in Japan. In 1980 the leisure market was estimated to be worth ¥33,000bn (£75bn), 14 per cent up on 1979 and eight times larger than 1965. The Leisure Development Centre claims that by 1990 this will have almost quadrupled to ¥117,000bn.

Perhaps the greatest boom will come in sports spending. Sales for sporting goods passed ¥1,000bn in 1979. The market

is so buoyant that in autumn last year Japan's second largest department store chain, Seibu, opened a sports plaza in Tokyo taking up four floors of one of its stores.

The Nichii supermarket chain has opened 19 swimming clubs alongside supermarkets hoping to attract shoppers who will leave their children in the pool while they do their weekly shopping.

Perhaps the most extraordinary boom is in sports foods. High protein and energy foods—once looked upon as invalid foods—are in immense demand among sports activists, despite high prices. Soyabean powders, wheyprotein, sports chocolates and sweets, stamina drinks and the like made up a ¥15bn market in 1980.

The only area of commercial caution is over tennis. Several manufacturers fear the current boom will die away because by far the majority of tennis fans are young women—"much the most unreliable and fickle of all consumer groups" according to a spokesman at the Leisure Development Centre.

### Working hours

It will still be a long time before Japan becomes a leisured society. Working hours are still long. Western standards and holidays are short. Amenities are often in short supply since the provision of leisure facilities has been a low priority on government budgets at both a municipal and national level.

Perhaps the most important constraint is the shortage of space. For example, congestion on urban golf courses is acute, membership fees exorbitant. About 12m people in Japan play golf, but the latest demand is much higher. Enthusiasts are often frustrated because golf links nearby are too expensive, and those cheap enough are too distant.

Similarly with marine sports. Just one in 200 Japanese families owns a yacht or boat, in part because the sport is expensive, but also because mooring berths are in very short supply on Japan's rugged coastline. Yacht manufacturers estimate a huge latent demand of about 1m boats in the next 10 years. But if all these yachts were to be berthed, port facilities would have to be built up in the next 10 years at seven times the rate they have over the past century.

It could be claimed that there is still scope for wider participation in individualistic sports like jogging. But in view of the jogger congestion around the Imperial Palace, even that claim must be in doubt.

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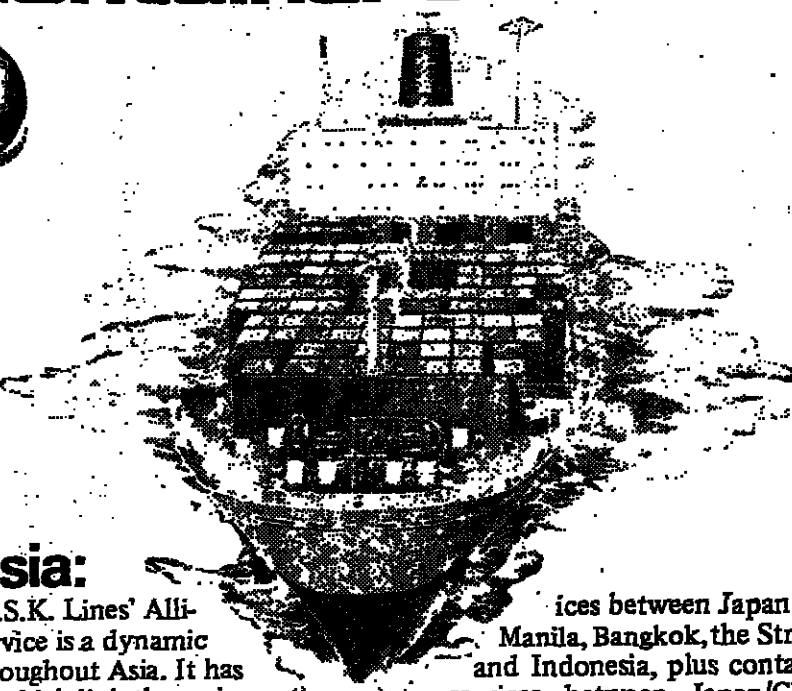
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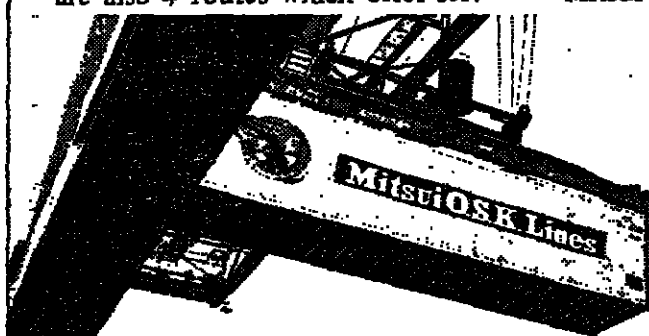
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# Key role in drafting new policies

THINK-TANKS  
CHARLES SMITH

JAPAN'S THINK-TANKS are a small but fast growing industry. They also appear to be making a vital contribution to the process of information gathering and analysis which precedes the drafting of government policies.

Although the think-tank industry belongs to the private sector, nearly three-quarters of its work is done for the Central Government or for local governments and public corporations.

Prestigious and powerful ministries, such as the Ministry of International Trade and Industry, are not in the habit of acknowledging their debts to private research organisations. But, according to one of the organisations concerned, much of the material in MITI's famous series of Visions of Japan's industrial future originates from studies done by groups of specialists in the private think-tanks.

Japan had about 240 think-tanks at the last count, ranging from large and internationally known institutions such as Nomura Research Institute and Mitsubishi Research Institute to tiny one-man organisations dealing in highly specialised branches of research. Total industry turnover is very roughly estimated at Yen 50bn (£100m) per year but has been growing rapidly.

Nearly all the growth has happened since 1970 when the problems raised by two decades of rapid economic growth first began to appear complex enough to require specialised

outside attention rather than routine scrutiny by bureaucrats.

Nomura Research Institute, an affiliate of Nomura Securities whose shares are held by various members of the Nomura group, is the oldest Japanese think-tank of any size—although it only celebrated its 15th birthday in 1980. Founded by Nomura Securities to provide an intellectual back-up for the main business of securities trading, NRI was originally an in-house think-tank but since 1970 has developed outside business as well.

The ratio of externally generated research contracts passed 50 per cent in 1979 and is expected to keep on growing rapidly.

## Environment

The sort of business which has kept external NRI turnover growing by 20 to 30 per cent in the past few years includes: a long running study on how to improve the urban environment of Tokyo—about ¥100m worth of work a year carried out over the past three years for the National Land Agency; studies on a series of port development projects for Japanese prefectural governments; an investigation into the implications for Japan's relations with the Association of South East Asian Nations of the growth of the Chinese economy—for the Ministry of Foreign Affairs; and numerous feasibility studies on aid projects submitted to the Japanese Government by developing nations. NRI says it does not do research for the Defence Agency.

NRI's private sector business has included research on the Japanese market for half a dozen European car manufac-

turers and a handful of leading overseas electronics manufacturers; as well as studies on the future of robotisation in Japan for a Japanese private company.

The institute says it erects a "Chinese Wall" between studies conducted for different clients in the same general field—never conducting two closely comparable studies at the same time.

Strict information barriers are maintained within different sectors of the institute. The Tokyo division of NRI, which works mainly for Nomura Securities, is not allowed to know details of work being done by the Kamakura division, which specialises in outside contracts.

NRI reckons it has about one-quarter of the researchers and turnover of leading U.S. think-tanks such as Stanford Research Institute—but growth of over 30 per cent a year in turnover means the gap is closing.

Mitsubishi Research Institute, Japan's other leading general purpose think-tank, is slightly smaller than NRI in terms of total turnover, but larger if only outside business is compared. Founded in 1970, through the merger of a number of research organisations scattered around the Mitsubishi group, MRI did ¥76.5bn-worth of business last year compared with Nomura's ¥7.6bn but depended on Mitsubishi group companies for only 10 per cent of this amount. About half the total came from the Japanese Government with the remainder from private and overseas clients.

A big chunk of MRI's business centres on its powerful computer services department which designs software systems for clients all over Japan. Computer services, are said to be

the core of MRI's business, in much the same way as corporate analysis and economic forecasting on behalf of Nomura Securities remain the core of Nomura Research Institute's business.

MRI men say their role in doing research for the Central Government is not to compensate for a lack of expertise in the various ministries; the institute serves but rather to provide economies of scale. It is admitted that government projects are sometimes under-budgeted and therefore unprofitable but Mitsubishi seldom turns down a contract for this reason.

## Information

"We don't expect to make a profit on everything we do—especially if we are working for the first time with a new client," MRI says it tries to provide "exhaustive background information" on the basis of which government departments can draw up policies. It does not aim to make policy recommendations as such—unlike some of the big American think tanks.

An organisation which seems unique to Japan's think-tank industry is the National Institute for Research Advancement (NIRA), a semi-governmental body established in 1974. NIRA works with a ¥20bn endowment fund—eventually to increase to ¥30bn—of which 65 per cent comes from the central government and the rest from local governments and the private sector. It undertakes some major research projects with its own research staff and commissions private think-tanks to carry out others which are expected to be of general benefit to Japan. Projects are published, unlike those made by private think-tanks in response

to commissions from individual clients.

The idea of forming NIRA emerged during the premiership of Mr. Kakuei Tanaka (1972-1974) when it was felt Japan had an inadequate reservoir of ideas and basic information with which to frame new policies in a wide variety of fields. Its success in guiding and co-ordinating the private think-tank industry is rated as only moderate although its funding has naturally been welcome. One unusual feature of NIRA's organisation is that it operates with only three permanent research staff. Another 25 or so researchers are seconded for two to three years at a time from various government ministries and agencies.

According to both NIRA and the larger private operators, Japan's think tank industry probably ranks second to that of the U.S. in both numbers of researchers and overall turnover—although the gap between the two is still large. Its role in providing back-up for government policy making—and for the work of the mixed government-private sector committees—is obviously of growing importance, especially in fields such as environment, energy, and the uniquely Japanese question of how to cope with the rapid ageing of the population.

Japanese think-tanks seem to have contributed far less to the making of foreign policy, in part because of a desire to remain neutral on what are seen as sensitive issues. There is no equivalent of the Rand Corporation in Tokyo although Japan's need for such an institution might seem almost as great as that of the U.S.

# Demand continues to outrun supply

COMPUTER SOFTWARE  
RICHARD HANSON

JAPAN'S computer service industry—consisting mainly of information processing services and software producers—has been viewed as an independent phenomena for just slightly more than a decade. But over the past five years its growth has been roughly twice that of Japanese industry as a whole, averaging 23 to 25 per cent a year. Sales are running at about \$2bn a year.

The number of people employed in the industry has been rising by about 10 per cent a year. Precise estimates are difficult to obtain, but it is believed that about 77,000 people now work in the software sector alone. In the next five or six years, the number of technicians is expected to double to about 150,000.

Like many "new" industries in Japan, computer service business evolved partly on the initiative of the Ministry of International Trade and Industry (MITI) which in the late 1960s, pinpointed the importance of information processing based on computers. What MITI recognised was that computer hardware is only as good as the software through which it functions.

In 1970 a law was passed containing an outline of the rules to govern the industry, creating among other things, an information promotion agency, to help the industry through an incubation period.

The industry consists of a large number—(1,540 in a survey taken three years ago, the latest available)—of mostly small companies. But it is dominated by companies which grew directly out of the large computer makers or those companies which are the heaviest users of computers, banks and trading companies.

The top 50 account for about half the business, and more than half of that business involves work for the big five computer makers.

The big computer makers in Japan like Fujitsu, Hitachi and NEC, tend to view the software and data processing companies they create as simple extensions of the parent company.

In terms of sales, the two biggest are Nippon Business Consultant (Hitachi-owned) and Nihon Electric Software (NEC).

The third on the list is an independent software company, Computer Service, whose business consists mainly of dispatching technicians to help companies formulate their own software programmes. It employs about 2,800 people.

The big computer companies normally have several subsidiaries engaged in various aspects of computer service. Nearly all their work comes directly from the parent.

## Expansion

The companies which emerged from the user side of the computer business were in many cases divisions within large companies or banks. These initially engaged in in-house work, and then gradually expanded to meet the needs of companies within the same business group, before finally engaging in third party business.

Nomura Computer System, an offshoot of the giant securities house, ranks fourth in the business. Among other top companies are Mitsui Knowledge Industry—a child of the big trading company, which relies on the Mitsui group for about 80 per cent of its business; Tokai Bank—probably the biggest in the financial sector, and Century Research Center. But many of the other banks are also involved as a result of having gone through intensive periods of computerisation themselves.

It is difficult to distinguish within the industry between data processing and software functions. Companies which started as data processing divisions within large companies have tended to do more systems designing and software programme production, while computer maker affiliates divide various functions.

There is a great deal of dual membership in the various industry associations representing data processing and software.

The data processing industry has not developed to any large extent because of independent market forces, as in the U.S. One reason for this can be found in the nature of corporate organisation in Japan. Clerical processing is complicated in Japanese companies, and there is usually no standardised procedure for consigning work to outside companies. This tended to work against independent companies developing.

Another major roadblock to the development of data processing business has been the



Big computer-makers in Japan, such as Fujitsu, Hitachi and NEC, usually have subsidiaries engaged in various aspects of computer service, but most of their work comes from the parent companies. Above: Fujitsu's Facom M-18011 computer system

policy of NTT, the National Telephone and Telegraph monopoly, of restricting the use of communications lines. This has prevented a rapid expansion of on-line services which can be provided by the data processing industry. This means the vast majority of business comes in the form of batch services. MITI is pushing for a revision in the rules governing NTT to open up the market, but it may take another two or three years to implement.

Most of the revenue for the software houses comes directly from the six Japanese mainframe computer makers which develop their own operating systems, support their own customers and sometimes help customers implement their own applications. The mainframes do use their own staff, but in most cases use outside contractors.

Most software houses work primarily for one maker, which provides on average 60 per cent of sales. This makes for a hierarchical structure in the industry with the affiliates of mainframe makers on the top.

On the other hand, computer users, because of their specialised needs, prefer to develop software systems of their own rather than buying "packaged" software. This to a certain extent means that software houses become suppliers of manpower. It also explains why the third largest independent software house is little more than a clearing house for trained personnel.

It seems likely that with the continued spread of computer use, the demand for new software will continually outrun the supply. The software industry to some extent still relies on bringing in Americans for specialised systems development—though companies are usually quiet about this dependence. The software houses themselves will be trying to upgrade their technology and thus lower the soaring costs of software development.

Their role will become increasingly critical as the main use for software services switches from business processing—about 50 per cent in the past—to process control work in manufacturing.

## COMPUTER SERVICE INDUSTRY SALES

	1976	1977	1978	1979	Average growth
	Yen bn.	Yen bn.	Yen bn.	Yen bn.	
All sales	220.4	265.4	311.9	366.3	
Software (only)	63.3	82.1	101.7	125.3	18.5%
Information services (only)	156.6	183.3	210.2	241.0	25.2%
	up 20.4%	17.5%	17.4%	15.5%	
	28.6%	23.9%	23.1%	25.2%	
	up 25.6%	23.9%	23.3%	25.3%	
	up 17.1%	14.7%	14.6%	15.5%	

Source: Economic Planning Agency.

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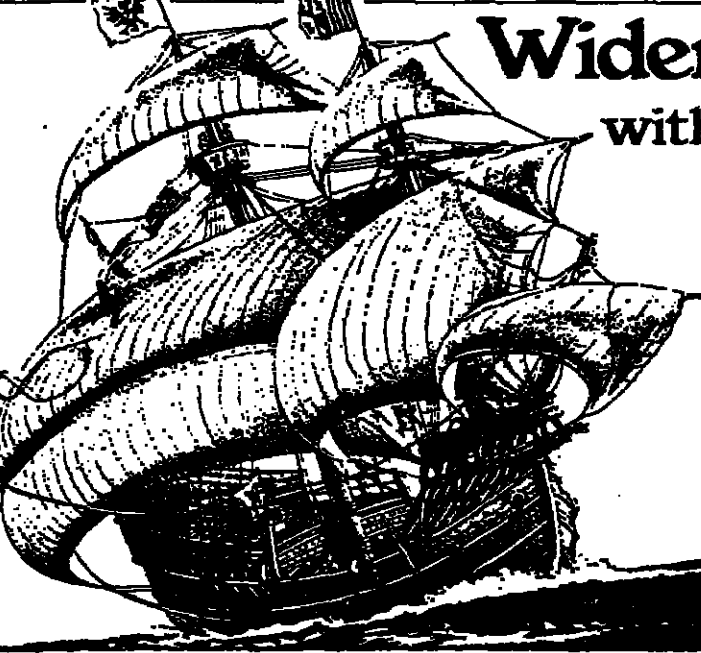
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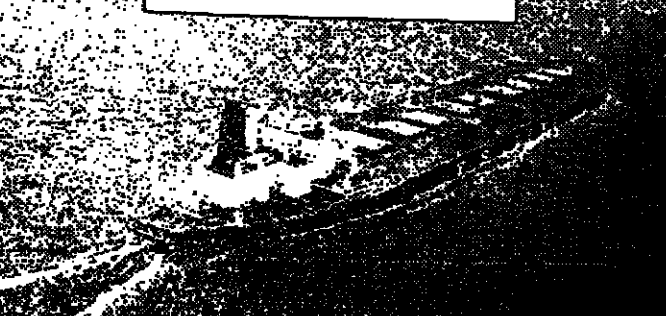
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كنايس الهمل



Here and on the following page, Financial Times writers present profiles of some of Japan's leading policy-makers in industry and technology. Reports by Charles Smith, Richard Hanson and Mike Tharp.

## Hitachi president's strong emphasis on research

MR KATSUSHIGE MITA is the 56-year-old president of Hitachi — Japan's largest heavy electrical company (though it also goes in for consumer electronics) and, by a comfortable margin, the most intensively research-oriented major enterprise in Japan.

Hitachi spends about ¥120bn (\$240m) per year on R and D and has had its own research laboratories since before World War Two.

Hitachi's efforts have borne fruit in what are claimed to be the world's largest and fastest computers, as well as in areas such as industrial robots, and Very Large Scale Integrated Circuits (VLSIs).

Yet Mr Mita admits that IBM almost certainly spends three times as much on research as Hitachi — "The reason why we can get away with less is that we are still pursuing the Americans in basic technology," he says.

Being in the number two position makes it easy for Hitachi to see what has been successful in the U.S. and to organise its own R and D work accordingly.

"We ever become front runners in advanced technology we will have to spend far more on research than we are doing at present," he adds.

The U.S. leads on the frontiers of electronics technology, says Mr Mita, is largely due to the fact that it spends heavily on aerospace and defence whereas almost all Japanese research is for civil purposes.

Mr Mita admits that some of the technology that has been developed in Japan for civilian uses could turn out to have defence applications, but he believes that the scope for this kind of "reverse spin-off" is quite limited. Meanwhile, he seems happy with the present state of affairs (although Hitachi did establish a special group within the company to promote weapons development in 1980).

Japan's position as runner up to the U.S. companies in basic research has not prevented Hitachi from establishing its own areas of special strength. One of these is the company's involvement in both

integrated circuits (IC) and consumer electronics and heavy electrical goods, whereas comparable American manufacturers are not, for the most part, IC manufacturers. Mr Mita considers it highly significant that General Electric of the U.S. decided to return to IC manufacture last year after staying out of the area for almost a decade.

Having an involvement in both equipment manufacturing and integrated circuits has enabled Hitachi to gain a lead in the important but often neglected field of "application technology." Mr Mita says that one of Hitachi's main priorities at present is to redesign conventional products so as to make maximum use of ICs.

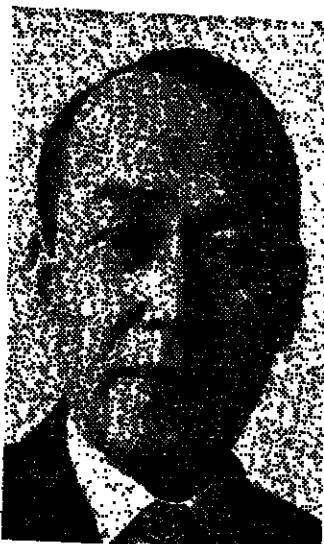
"An example is our motor components division where we are now building ICs into every day products such as car starters, generators," he adds.

The development of "power ICs" for use in electric motors is another Hitachi speciality which Mr Mita says big U.S. manufacturers, such as Texas Instruments, have tended to neglect.

Although not particularly young by the standards of Western business executives, Mr Mita is one of the new generation of scientifically qualified businessmen who have taken over the leadership of major Japanese electrical and electronics companies during the past year. He is 13 years younger than the former Hitachi President, Mr Hirokichi Yoshiyama (who moved to the non-executive post of chairman at the end of June), but considers there is nothing particularly odd about the age gap with his predecessor.

As to being an engineer (rather than a lawyer or finance specialist), Mr Mita says that Hitachi has been run by scientists since its foundation 70 years ago and depends on science graduates for 90 per cent of its annual intake of trainee executives.

Engineering graduates, he admits, come in two types: "the ones for detail who work the rest out of the corners of a lunch box" (to quote an old Japanese pro-



Mr Katsushige Mita

verb) and the generalist. To prove that he is generalist, Mr Mita recalls that he originally wanted to join a trading company rather than a technically oriented manufacturer like Hitachi. His teachers dissuaded him from doing so by pointing out that the U.S. Occupation Authorities' post-war "dispersion policies" made career prospects in the old established Japanese trading companies distinctly uncertain.

Mr Mita sees his role at Hitachi as being that of the ship's captain whose job it is to see storms on the horizon and adjust course accordingly. The president cannot be expected to foresee events such as political crises or oil embargoes, he says, but he should be able to identify the broader trends that are likely to affect his company.

"In our case, the problems that demand attention are energy-saving and international trade relations. We have to learn to live in the world—which, in the case of a company like Hitachi, means investing in overseas production as well as exporting from Japan."

Mr Mita's emphasis on investment could mean that Hitachi will become a considerably more visible presence in the West in the next few years. But the company will not depart from its existing strategy of establishing pilot manufacturing projects in foreign countries and then expanding them if they seem successful.

"The Americans invest a huge amount overseas at one go. That approach is not for us," says Mr Mita.

## Motivator in area of advanced technology

THE Agency of Industrial Science and Technology (AIST) was created in 1948 out of a dozen research institutes attached to what is now the Ministry of International Trade and Industry.

The idea — one which still has not caught on in the West — was that Government can help private industry tackle basic problems of raising and industrial technology, and should carry on related R&D work which the private sector would be disinclined, or unable, to pursue on its own.

The idea, as Western companies competing with Japan have found out, worked to a remarkable degree.

According to AIST's Director General, Dr Seiichi Ishizaka, its purpose, as an Agency within MITI, remains unchanged. If anything the Agency is more involved than ever in the most critical areas of research in Japan. The list includes new energy sources (Japan's Sunshine Project), energy conservation (the Moonlight Project), the search for new materials, advanced electronics and biotechnology. It has under its wing 16 research institutes and national laboratories — most now concentrated in a new research town, Tsukuba, 60km north east of Tokyo.

It is responsible for setting Japan's industrial standards. A part of its ¥109bn (\$500m) annual budget — a tenth of all the money the Government spends on R and D — is used to subsidise R and D projects by private industry, either individual or collective. Sony Corporation's work on its Trinitron colour television was partly funded in this manner.

Dr Ishizaka spent most of his career in the Agency's National Chemical Laboratories — after being recruited while still in university for war research into producing magnesium. In the early days of AIST, the job was primarily to dish out money on projects of urgent national concern.

"It is unthinkable how low the level of Japanese technology was two decades ago," he says. In the late 1950s, when assigned as Science Attaché to Washington, Japanese steel makers were unable to produce thin plate steel for Japanese car makers. His work in the U.S. consisted

mainly of promoting Japanese visits to observe American technology and study in U.S. universities.

Japanese high technology in the first decade or so after the war consisted almost entirely of technology developed during the war, according to Ishizaka. Japan's know how in shipbuilding made it the world's largest shipbuilder. The unfortunate lack of radar technology made it necessary for Japan's military to concentrate on optics. The outcome was the camera industry. The third area was electronics.

Dr Seiichi Ishizaka

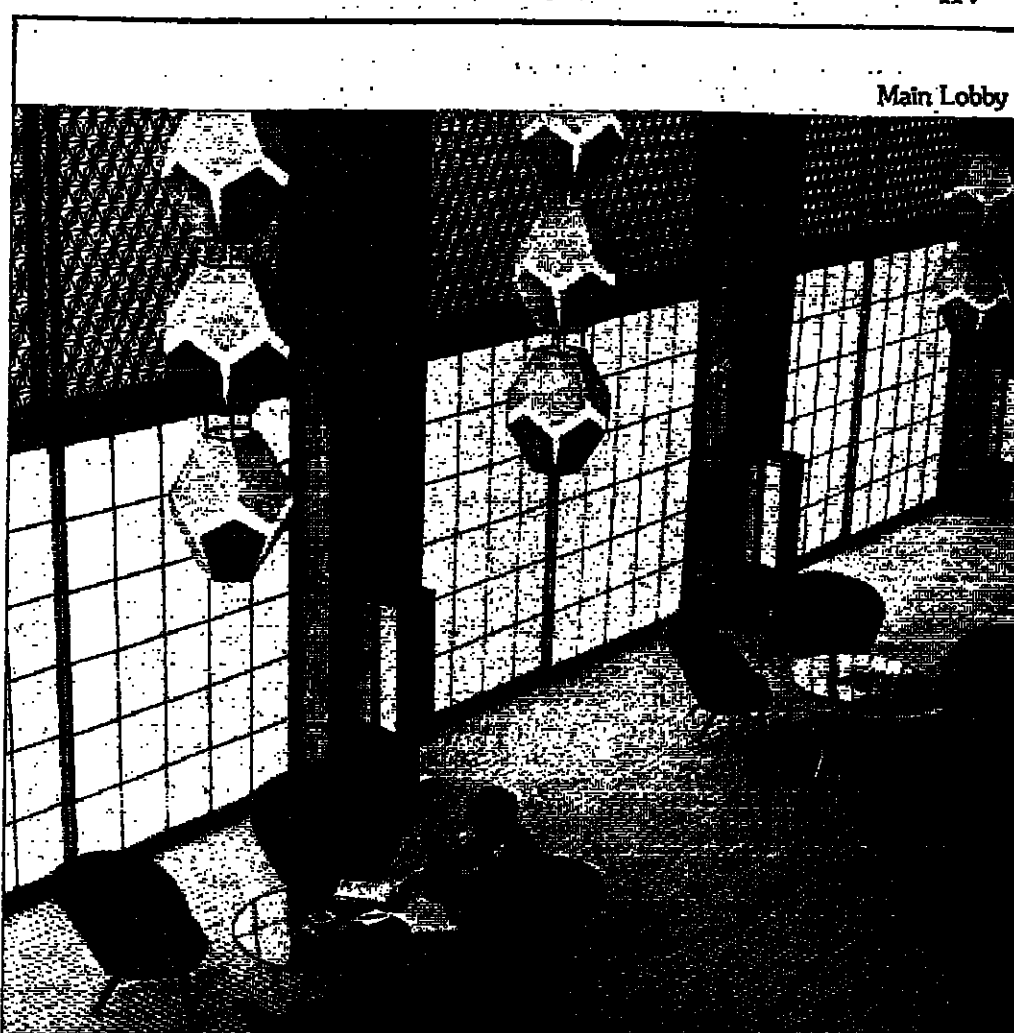


Dr Seiichi Ishizaka

Ishizaka still doubts whether new "home grown" technology has taken off. "Manufacturing and processing technology is all we really have, the rest is imported," he says. But he thinks that the turning point may have been reached.

The signs of maturity, and greater confidence in Japanese technology abound in the success of such projects as the one which produced Japan's VLSI technology, which came under MITI's direct control. But Ishizaka is quick to point out that while Japan can produce the most sophisticated memory chips for computers, it still lags far behind in microprocessors.

Part of the problem Japan still faces is that it takes what Ishizaka describes as a "cost effective" approach to research, rather than a "performance oriented" strategy as in the West. In other words, Japan tries to use limited funds to develop, or improve on certain narrow areas of technology.



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## The head of a huge monopoly

HISASHI SHINTO became president of Japan's huge telecommunications monopoly, Nippon Telegraph and Telephone, in January this year after a long career as a shipbuilder. He had been president of Ishikawajima Harima Heavy Industries for most of the preceding decade.

Moving from IHI to NTT meant a switch from the biggest machinery Japan produces to the smallest, from the private sector to a public corporation and from manufacturing to services, but Mr Shinto was not dismayed.

Although telecommunications sounds a far cry from giant tankers, the gap is not so great as might appear, he says. The reason is that electronic devices are now incorporated in practically every piece of heavy machinery produced in Japan.

"No-one would buy a blast furnace any longer without a computerised control system nor would any major Japanese shipbuilder turn out a bulk carrier that could not be operated without a man in the engine room at night. I learned about such things at IHI so I am not as far out of touch as you might think with the technology we use at NTT," he says.

Despite his relaxed attitude to picking up telecommunications technology at the age of 71, Mr Shinto sees his job at NTT as a considerable challenge. For most of the 30 years since it was set up under the U.S. occupation authorities NTT has concentrated on meeting the massive Japanese demand for conventional telephone services.

Mr Shinto says, however, that this is now reaching saturation point. What is emerging instead is the need to convert the NTT network into a data processing system.

"We have to be able to accept input from computers, facsimile and other devices," he says. "To do so is not difficult from a technological point of view, but we face big difficulties in forecasting demand."

Mr Shinto also worries that because NTT is such a vast organisation — with 330,000 employees and annual turnover in the range of ¥4,000bn (\$80bn) — it may simply not be able to organise itself to change course as quickly as is necessary. No one has yet come up with detailed proposals on how to make NTT less unwieldy and more responsive to the needs of a new age, but Mr Shinto seems to feel that something may need to be done.

The other challenge facing Mr Shinto involves a break with the old "family system" under which NTT carried out research



Mr Hisashi Shinto

and development in partnership with a short list of Japanese companies. A new system will probably involve international R and D relationships. The liberalisation of procurement by Japanese public corporations which was agreed upon last year means that NTT will now be purchasing at least some of its advanced telecommunications equipment from abroad — including equipment that has to be specially designed and not simply bought off the shelf.

NTT engineers will thus find themselves working closely with foreign scientists and technicians on selected development projects, although initially the foreigners in question will all be Americans.

British or other European companies could ultimately be allowed to join in NTT's joint research programmes if the governments of the countries concerned sign "umbrella" agreements with the Japanese Government providing for mutual liberalisation of procurement.

NTT's last president, Mr Tokujir Aikawa, initially opposed procurement liberalisation, rather strongly remarking (in a phrase which quickly became famous) that the corporation might be able to see its way to buying maps and telegraph poles from foreign suppliers. Mr Aikawa came round to the idea of liberalisation before his retirement, however, and Mr Shinto has welcomed the idea from the start. He would be particularly glad, he says, to see the UK enter into an agreement similar to the one Japan now has with the U.S. He has held preliminary talks on this subject with a British Minister — Mr Kenneth Baker from the Department of Industry.

Mr Shinto's openness to the idea of working with foreign technicians, and of eventually buying foreign telecommunications equipment, may reflect his own positive experiences working for an American company for 10 years after World War II.

## Key man in industrial policy

SEVERAL YEARS ago the title of the most important part of Japan's Ministry of International Trade and Industry (MITI) was changed. The Heavy Industries Bureau became the Machinery and Information Industries Bureau; the change foreshadowed a shift of major importance in Japan's industrial policy.

The man who has shepherded both the bureau and the policy through some of its most formative — and difficult — years is Mr Shohei Kurihara, the 54-year-old director general of the bureau. Since he joined MITI after graduating in law from Tokyo University Mr Kurihara has worked in every crowded and paper-strewn MITI office except the patent agency.

Clearly, however, the past few years in his present post have been the most challenging and rewarding for him. His seventh-floor office, more spacious and quiet than those where he previously toiled, has been the clearing house for Japan's entry into the Information Age.

"The Information Revolution has spread so rapidly that it is now as important as the Industrial Revolution two centuries ago," he says. "The information industry saves energy and material and is free from pollution, so it will be the key industry in the industrial structure of Japan."

As is well known by those doing business with Japan, MITI's basic policy in the decades after World War II was to promote and subsidise various Japanese industries until they reached a stage of international competitiveness. In the 1950s and early 1960s MITI pinpointed for support and protection such diverse fields as black and white television, machine tools and refineries. Later in the Sixties and into the 1970s, the Ministry's mantle covered colour television, cars, chemicals and industrial plants.

From the mid-1970s until recently, the focus moved to what the Japanese term knowledge-intensive industries, a convenient if vague designation that included integrated circuits, sophisticated medical equipment, computers, precision tools and many other advanced products.

Now MITI's spotlight has swung to the upper rungs of the industrial ladder. "The information industries, aircraft and facilities for nuclear power will become the main target for our support," says Mr Kurihara. "Looking back at our policy, we think it was good to stop sub-



Mr Shohei Kurihara

sides when the industry concerned had grown up and to leave it to depend on the vitality of private entrepreneurs."

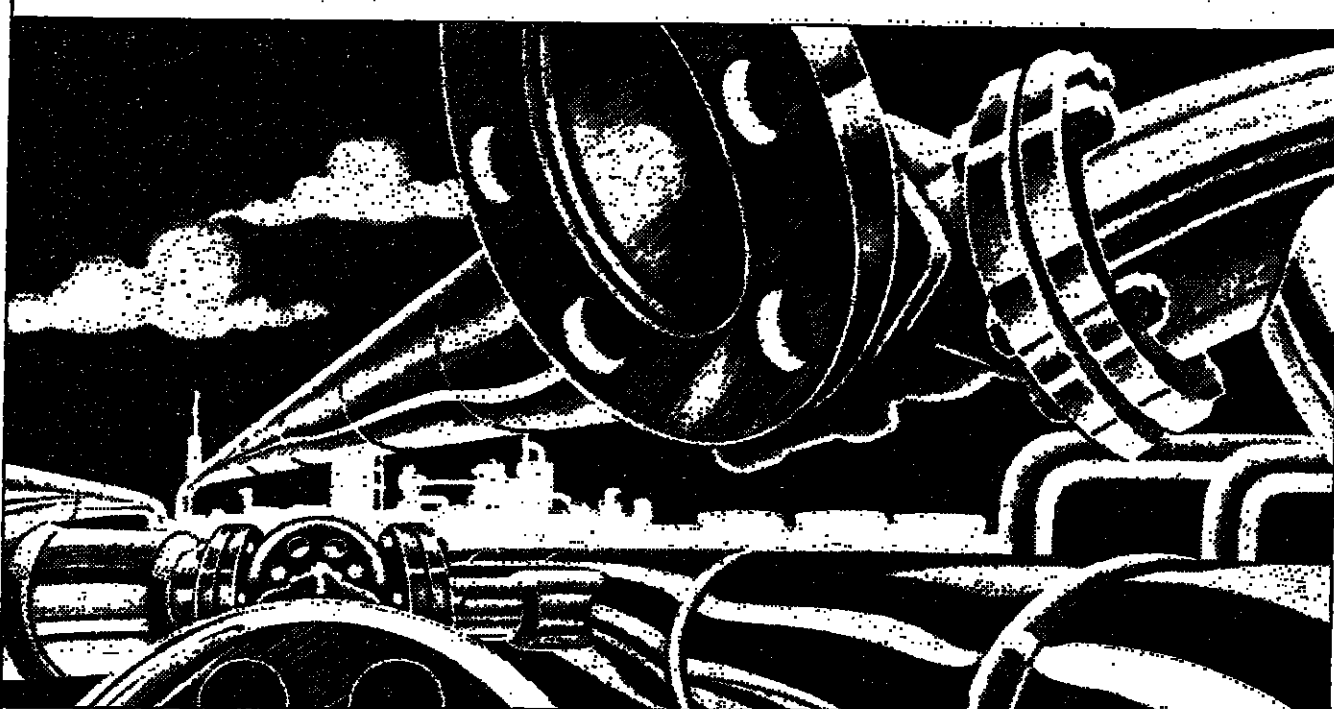
Ten years ago, when MITI was first beginning to support Japan's information industries, they trailed far behind giant U.S. companies like IBM and other European competitors.

MITI's policy then consisted of supporting the development of advanced technology among Japanese companies while setting import quotas on foreign competitors. Five years ago the Ministry abandoned this two-pronged approach. "Now," says Mr Kurihara, "our current policy is to support only the development of high technology in the information industries. And we discuss with our businessmen what guidelines the information society and industries should have in the future."

Despite the great strides by Japanese companies in elevating their global competitiveness in the information field, Mr Kurihara believes Japan still lags behind IBM overall in the market. "Japanese manufacturers' share of the world market is about one-tenth that of IBM's," he says, "so their capability in technological development and management is far behind IBM."

That assessment, whether mere modesty or a realistic appraisal of the present situation, suggests further intensification of MITI's efforts to support the private sector — but, as Mr Kurihara stresses, "only for basic research, not for applied research." In addition to the formidable burden of American and West European competition, MITI's activities will be slowed by severe budget constraints imposed by its only bureaucratic rival, the Ministry of Finance. "This will delay not only the information industries but also aircraft and space," he says. "We are worried about the delay."

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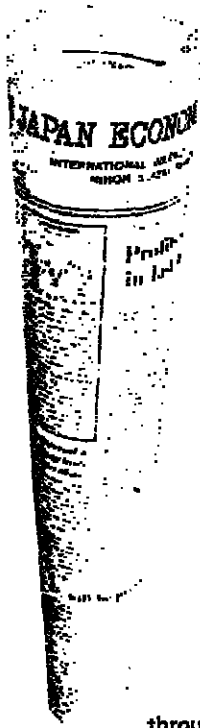
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## One of a new generation of scientist-managers

The silver-haired President of Nippon Electric Company (NEC), Mr. Tadairo Sekimoto, made his mark in international telecommunications in the mid-1960s with a revolutionary breakthrough in digital satellite communications. At the time he was assigned to the world-wide, U.S.-based satellite communications organisation, Comsat.

At 54, and despite his fatherly appearance, Mr. Sekimoto is one of the youngest of the "new generation" of scientist-managers rising to the top of Japan's biggest high-technology companies. He began his career after graduating from Tokyo University in 1948 in physics (though most of his subsequent career has leaned towards engineering), and was named President last year.

Mr. Sekimoto's zeal for new technology is reflected clearly in NEC's achievements as one of the world's leading communications/computer companies. It ranks in the top five in telecommunications (No. one in satellite communications, especially

ground stations), No. two in production of semiconductors; and No. one in the new boom in personal computers. Mr. Sekimoto's favourite topic is the need for integrating computers and communications ("C and C") has become, under Mr. Sekimoto, NEC's slogan. Such integration is crucial, he says, to give modern managers the ability to make "just in time" decisions. "Companies have to process information on a global basis," he adds.

NEC apparently practices what it preaches. Within the company top level decisions are made in a "decision room" plugged into an inhouse communications and information system linking its far-flung operations. (NEC has sold a number of these command rooms, including one to the military authorities of another country friendly to Japan.) At management's command are 52 general purpose computer systems, 61 word processors and 500 personal computers.

When Mr. Sekimoto was seconded to Comsat in 1965 to become head of the depart-



Mr. Tadairo Sekimoto

ment engaged in R and D on "pulse code modulation" satellite communications he estimates that Japan was just behind the U.S. in communications technology, though a wide gap existed in missile and satellite technology. Now he feels that the U.S. may be

ahead in some areas (especially those related to defence), although Japan has pulled even generally, and is ahead in terms of product reliability.

One of NEC's basic strengths in the critical area of high-frequency telecommunications is that it produces highly advanced microchips on its own. Mr. Sekimoto, however, is less confident about Japan's ability to take the next step forward in technology.

"From now on Japan's innovative capabilities will be tested," he says.

At the root of his worries that the next generation of technology again will be reached by Americans first (whatever it turns out to be), are two factors. The first has to do with money. NEC spends about 6 per cent of its sales on R and D (around \$245m a year), or a little more if extra research involved in defence work is added. But the effort is still far below that of a company like IBM. Mr. Sekimoto estimates that from now on Japan will have to spend about 10 times what

it has on past projects in order to achieve similar results, simply because moving forward means a jump into the unknown.

The second factor relates to the fact that part of Japan's success in the past has been due to keeping track of where new "information" breakthroughs were being made in the West. This allowed Japanese companies to concentrate their resources narrowly on specific goals. Though the NEC chief is perhaps the exception to the rule, Japanese companies would probably prefer to rely on the "cheap" alternative of remaining behind the cutting edge.

Mr. Sekimoto gives the impression of a man who might decide to accept the challenge (and risk) of pursuing new technology, especially if the Japanese Government offers more support. Engineers, perhaps, are more at ease than other managers in making decisions on technology.

"As far as basic fields are concerned the U.S. is ahead today. But about tomorrow, I don't know," he says with a gleam in his eye.



Dr. Leo Esaki

## Inventor of world repute

THE JAPANESE are famous for improving on other people's inventions but not for inventing things themselves. One Japanese scientist who did invent something—but then promptly left for the "more congenial" research environment of the U.S.—is Dr. Leo Esaki.

At the age of 32, while working as chief physicist for Sanyo Corporation, Dr. Esaki discovered the "tunnelling" phenomenon in semi-conductors and invented the Esaki diode. His discovery created a sensation in American academic circles and resulted in a flood of invitations to Dr. Esaki to pursue his researches in the U.S. Instead of Japan, he accepted one of these (with IBM) and has for the last two decades been watching the increasingly successful efforts of his native country to compete with his adopted country in semiconductor technology. Although Esaki insists that "Japan is still behind on basic research."

Esaki belongs to the war-time crop of outstanding Japanese scientists whose careers were moulded by their country's defeat and who probably have few equivalents in the present generation. He graduated from Tokyo University in 1947 as a specialist in nuclear physics but soon found that the U.S. occupation authorities were not anxious to encourage Japanese efforts in his chosen field. The result was a switch to solid state physics and a job with a small (and since bankrupted) Kobe company which was producing vacuum tubes.

While working in Kobe, Esaki used to come up to Tokyo from time to time to read scientific magazines at the U.S. Government information centre near Rikkyo Park. It was in one of these that he learned of the invention of something that was to transform his career (as well as Japan's post-war electronic industry)—the transistor.

Reading about the transistor shifted the direction of his research interests and helped to turn him into a semiconductor man, Esaki recalls. It also led to trouble with the managers of the Kobe company (who wanted to go on making vacuum tubes). The result was that Esaki moved permanently to Tokyo and became a researcher with Tokyo Tsushin Kogyo, the small and at that time almost completely unknown electronics concern which was shortly to blossom out as Sony.

There were 500 employees at Tokyo Tsushin Kogyo when Esaki joined in 1956 but the research department was small and the new recruit was soon promoted to be "Chief Physicist." Once in that position Esaki set about choosing a research project which would both earn money for his employers and—if possible—win him a PhD from Tokyo University. The tunnelling phenomenon in semiconductors—only vaguely understood before Esaki got to work on it—provided him with the vehicle he needed.

It led not only to the PhD and to a career switch to the U.S. but 15 years later to the award of Nobel Prize for Physics (one of three Nobel Prizes won by Japanese scientists since World War II). Small wonder, therefore, that Esaki says that "it's important to choose the right subject; when you are doing scientific research."

Since 1960, when he moved to New York to take advantage of the "richer" research opportunities in the U.S., Esaki has been working on the frontiers of semiconductor technology (although his job with IBM prevents him from going into too many details).

The Japanese, says Esaki, are brilliant "contrivers" but poor originators. They must, however, become originators if a stable relationship is to be developed with the advanced industrial countries on which Japan depends as a market for its products and as a source of original technology. Esaki believes one of the keys to this problem is to start an education institution which would encourage young Japanese scientists in their 30s and 40s to do genuinely original research (not to "work together" in groups).

He proposed the formation of a "National Academy of Engineering" in a recent interview with Prime Minister Suzuki but admits that many problems, both political and financial, would have to be settled before such an institution could start to function.

## Top man in many research projects

PROFESSOR Shoji Tanaka of Tokyo University's Department of Applied Physics is part of the interface between the academic world and the worlds of government and business. As such he has been involved in the birth of many of the research projects which have helped put Japan's electronics industry on the map.

"I was just a researcher until ten years ago," says Tanaka but at that time I was invited to become chairman of a committee on electronic materials which was being sponsored by the Ministry of Industry (MITI). This put me in regular touch with MITI bureaucrats and made it possible for me to put forward various other proposals for research. I succeeded many times that we should start a joint project for developing VLSIs."

The VLSI (very large-scale integrated circuits) research project did ultimately get off the ground and in four years (from 1976 to 1980) achieved results which did much to close the gap between Japan and the U.S. on the frontiers of integrated circuit technology.

Tanaka has been chairman of numerous other research committees since the original on-

electronics materials. One reason why he feels at home on the "interface" with MITI is that several senior bureaucrats were at school with him. "The old First National High School from which I graduated in 1947 had a dormitory system which enabled the students to get to know each other well. One of my fellow students was Shoji Kurihara [the director general of MITI's Machinery and Information Industries Bureau] who has the job of launching and overseeing many key research projects."

Prof. Tanaka himself graduated in applied mathematics from Tokyo University in 1950, but then decided to switch to post-graduate studies in physics, because there were not too many jobs in industry for mathematicians. He became a semiconductor specialist in the early fifties and enlarged his expertise (as well as his English) during a two-year spell in the graduate school of Purdue University from 1955 onwards.

Tanaka says that the next two decades will be the age of diffusion of electronics into all fields of life (at least so far as Japan is concerned). He thinks the electronics industry will be the only major industry to show

rapid growth during this period—or rather that growth in other industries (such as chemicals) will be a "spin-off" from the electronics industry.

The diffusion of electronics into the home and into almost every branch of conventional industry will sweep Japan into a "post-industrial era" in which productivity will grow enormously and the number of workers actually required for production may become quite small. All this will create problems for Japanese society—one of the major being to achieve a "soft landing" in the post-industrial era.

Looking at the differences between Japan and the U.S. with regard to electronics, Professor Tanaka says that every nation has a "given quantity" of intellectual power but that this is not always distributed evenly. "The Americans have concentrated their intellectual resources on defence, space and electronics." In Japan our bright students have gone uniformly into a number of major industries including motors and steel as well as electronics. One result of the uniform distribution of engineering talent in Japan, says Tanaka, is that the country's standards of precision for normal industrial components are almost as high as U.S. military specifications.

Professors like himself have a duty to promote an even distribution of engineering talent, and to keep in touch with their former students once they have entered industry, says Tanaka. Fortunately, the

ratio of teachers to students in Tokyo University's engineering faculty is high enough to make this possible. "We have 200 professors in the engineering faculty teaching 1,000 new students a year. In the applied physics department we have 11 full professors, 11 assistant professors, four lecturers and 25 assistant lecturers."

Like most of his colleagues and friends Tanaka admits that Japan is still behind the U.S. in basic research, but one wonders how long this will last—or how much a gap in basic research will matter given the intense activity under way in Japan in applied research. "MITI," says Tanaka, "is now working on ways to use optical fibre communications technology in the steel industry and in ships. After that we may start work on optical computers. We don't really know what they are yet but we are going to find out."

## Pointing the way to better adaptability

JAPAN IS better equipped to enter the information age than many Western societies according to Dr. Michio Nagai, the philosophy professor turned editorial writer who did a two-year stint as Minister of Education in 1975/76. Dr. Nagai says that one of the consequences of the spread of computers and advanced telecommunications technology in the West has been to diminish person-to-person communication and impose an excessive strain on the individual as the basic unit of society. He thinks Japan may be able to avoid this social "atomisation" by virtue of its cohesive approach to the adoption of new technology.

A striking instance of this approach was the way Dr. Nagai's own newspaper, the Asahi Shimbun, handled the computerisation of its production last year. The computers replaced 900 jobs at the Asahi but no one was dismissed. About 40 former production workers passed essay tests and became reporters. All the others were retrained for non-editorial jobs such as guardmen, drivers and others.

Apart from specific examples of "constructive" rather than "destructive" adaptation to new communications technology, Nagai cites Japan's basic appetite for information as being a promising sign of its adaptability to a new age. He notes that Japanese newspaper subscribers number 650 million out of every 1,000 population (the highest ratio for any country in the world, although a European country, Sweden, ranks second).

Dr. Nagai also says that Japanese newspapers see their role as being that of mass education—rather than mere entertainment. Japan lacks quality newspapers in the sense that the term is normally used in Britain but boasts high circulation newspapers with a distinctly more serious approach to life than the British tabloids. Another distinctive feature of the Japanese press is that even regional and local newspapers devote 15 to 20 per cent of their space to foreign news.

Pursuing his theme of adaptability to the Information Revolution, Dr. Nagai says there is less of a rift between elite and non-elite cultural groups and between the scientific and literary "streams" in Japan than in Britain. "Nobel Prize

winners watch TV in Japan just like everyone else" (which is saying quite something in a country where average daily TV watching time is three hours).

As far as receptivity to new scientific developments is concerned, Dr. Nagai says it took Japan 10 years to accept the correctness of the Copernican theory of the universe whereas Europe had argued the pros and cons for a century. It is hardly surprising in view of this tradition of absorbing and adapting to (if not originating) new scientific ideas that Japan now has more computers per head of population than any other country in the world.

Despite his pride in Japan's ability to move with the times, Dr. Nagai is not especially proud of the current standards of Japanese higher education. "Our school system is excellent at the lower and middle levels but the quality declines as you get nearer the top. One indication of this is that we have produced no new Nobel scientists out of our post-war crop of university graduates, even though we now have a higher education population of around 3m people. Before the war with about 100,000 people in higher education we educated three future Nobel Prize winners."

Dr. Nagai did his best as Education Minister to build creativity into the Japanese education system by setting up inter-university institutes in special fields such as life sciences and plasma research and by inviting a steady stream of top scientists from other countries to teach in Japan.

## Fujitsu's new president

Mr. Takuma Yamamoto strikes one as having a rare amount of humility for a man whose company can now claim to be "in competition" with IBM in the front rank of the Information Revolution. At the rather young age of 49, Mr. Yamamoto moves into the president's slot this year at Fujitsu, Japan's biggest computer maker.

The humility (perhaps partly a result of the humbling experience of having been assigned to a suicide "kamikaze" squad as a pilot just 10 days before the war ended) is best illustrated by his view of Japan's technological capabilities. "Japan can only follow Western science," he says, because Japanese companies lack the "dynamic and creativity" of U.S. companies.

Fujitsu in fact has considerable reason to be proud of its accomplishments in technology. Its latest breakthrough (albeit using an idea which originated in the U.S.) was to produce a high speed, HEMT, or high electron mobility transistor, microchip.

In computer technology itself, Fujitsu's models are equivalent to IBM. As Mr. Yamamoto explains, Fujitsu embarked on a campaign to become a "direct competitor" of IBM five years ago by building IBM-compatible machines. Now it not only competes with the American giant but can claim to have outsold IBM's local subsidiary for each of the past two years.

Mr. Yamamoto, like several of his "new generation" colleagues in other high-technology companies, is a graduate of Tokyo University (1949) with a degree in engineering. As an engineer he worked on Fujitsu's first computer project in the early 1950s.

He recalls that Fujitsu developed its first computer with high hopes of selling it to the fast-growing Tokyo Stock Exchange. A U.S. competitor won the contract, but Fujitsu was at least assured that it could indeed build computers (the first one was finally sold to the Ministry of Education). The Government took steps thereafter to nurture Japan's computer industry to its present position as No. 2 in the world.

As an engineer, Mr. Yamamoto believes that Japan's greatest strength is working to "fine and severe" standards to assure that product quality is high. But creativity in Japan, he says, is stifled by its social and educational systems, which tend to produce engineers who take the safest "no risk" approach to their work.

The gap between the U.S. and Japan in high technology has narrowed, but any sudden breakthroughs in America would again widen the gap dramatically, he says.

Fujitsu spends the equivalent of 10 per cent of its sales on R and D, far less than IBM. Mr. Yamamoto feels in any case that creativity is not so much a question of money as having the right "atmosphere"—something which Japanese management must strive to establish.

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## THE FUJI BANK, LIMITED

### Non-Consolidated Balance Sheet

		(As of March 31, 1981)	
(Assets)		(¥ in 1,000)	(\$ in 1,000)
Cash and Due from Banks	3,061,889,327	14,535,435	
Call Loans	528,068,176	2,497,357	
Securities	2,028,050,787	9,627,585	
Loans and Bills Discounted	3,895,301,804	42,227,875	
Foreign Exchanges	718,289,202	3,408,870	
Other Assets	531,614,547	2,523,686	
Premises and Equipment	162,255,110	770,259	
Customers' Liabilities for Acceptances and Guarantees	1,327,599,471	6,302,395	
Total Assets	17,251,068,424	81,884,462	
(Liabilities)			
Deposits	12,769,184,406	60,618,013	
Call Money	1,039,132,493	4,932,981	
Borrowed Money	525,806,418	2,496,114	
Foreign Exchanges	157,053,262	745,585	
Other Liabilities	858,408,926	4,075,048	
Reserve for Possible Loan Losses	115,454,927	548,083	
Reserve for Retirement Allowances	49,621,871	235,565	
Other Reserves	20,254,525	96,153	
Acceptances and Guarantees	1,327,599,471	6,302,395	
Total Liabilities	16,862,516,299	80,049,929	
(Stockholders' Equity)			
Common Stock	89,100,000	422,977	
Capital Surplus	2,224,917	10,562	
Legal Reserve	24,000,000	113,933	
Earned Surplus	273,227,208	1,297,067	
Total Stockholders' Equity	386,552,125	1,844,539	
Total Liabilities and Stockholders' Equity	17,251,068,424	81,884,462	

### Non-Consolidated Statement of Income

		(April 1, 1980 - March 31, 1981)	
(Income)		(¥ in 1,000)	(\$ in 1,000)
Interest on Loans and Discounts	834,372,725	3,960,943	
Interest and Dividends on Securities	139,028,724	659,999	
Other Interest	234,080,635	1,111,230	
Fees and Commissions	40,454,405	192,046	
Other Income	42,107,981	199,893	
Transfer from Reserves	4,769,574	22,637	
Total Income	1,294,812,944	6,146,750	
(Expenses)			
Interest on Deposits	784,347,827	3,723,464	
Interest on Borrowings and Rediscounts	174,002,666	826,027	
Other Interest	18,968,857	90,144	
Fees and Commissions	19,806,590	94,026	
General and Administrative Expenses	181,410,583	861,194	
Other Expenses	43,021,755	204,233	
Transfer to Reserves	1,359,253	6,453	
Total Expenses	1,222,937,831	5,805,541	
Income before Income Taxes	71,875,113	341,209	
Provision for Income Taxes	39,039,155	185,327	
Net Income	32,835,958	155,882	

U.S. Dollar equivalents are made at the rate of ¥210.05 per U.S.\$1, prevailing on March 31, 1981.



Fuji Network in Europe: London Branch/Fuji International Finance Limited/Japan International Bank, Limited  
Düsseldorf: Düsseldorf Branch/Paris: Paris Representative Office/Madrid: Madrid Representative Office/Zürich: Fuji Bank (Schweiz) AG/Luxembourg: Fuji International Finance (Luxembourg) S.A./European Arab Holding S.A.



Hugh O'Shaughnessy, recently in Buenos Aires, looks at the reasons for the dramatic slide in the value of the peso

# Argentina's rough ride into the unknown

THE ARGENTINE switchback has been downwards again. The value of the peso has been dropping by the hour and at 10.00 to the dollar on the black market it retains only 10 per cent of the value it commanded at the beginning of the year when it stood at 200 to the dollar.

There is a very real possibility of a return to the hyperinflation of five years ago. Real wages, running at three times the rate of last year are now so eroded as to be shaking the foundations of the Argentine economic and banking structure. Some 4.2m people—about 40 per cent of the workforce—are unemployed, working for a few hours a week or engaged in economically insignificant activities. About two dozen of the country's medium and smaller banks are in difficulties, according to reliable financial sources.

Foreign banks are worrying about their loans. Foreign companies with large operations here—many of them from Ford to Lloyd's Bank, from Fiat to BAT Industries—are also worried about the present slump. And they fear that a new wave of nationalism and xenophobia could come in the wake of Argentine economic collapse. "We are really sure how much the switchback has to go or whose hands are on the controls. The one consolation is the sheer potential of the country which is the size of Western Europe and within an ace of being self-sufficient in oil and gas. It is also a major food exporter and has a highly educated workforce capable of growing its own crop of Nobel prizewinners."

The roots of the present problem go back some way. In 1976 President María Estela "Isabelita" Peron, widow of the late General Peron, was

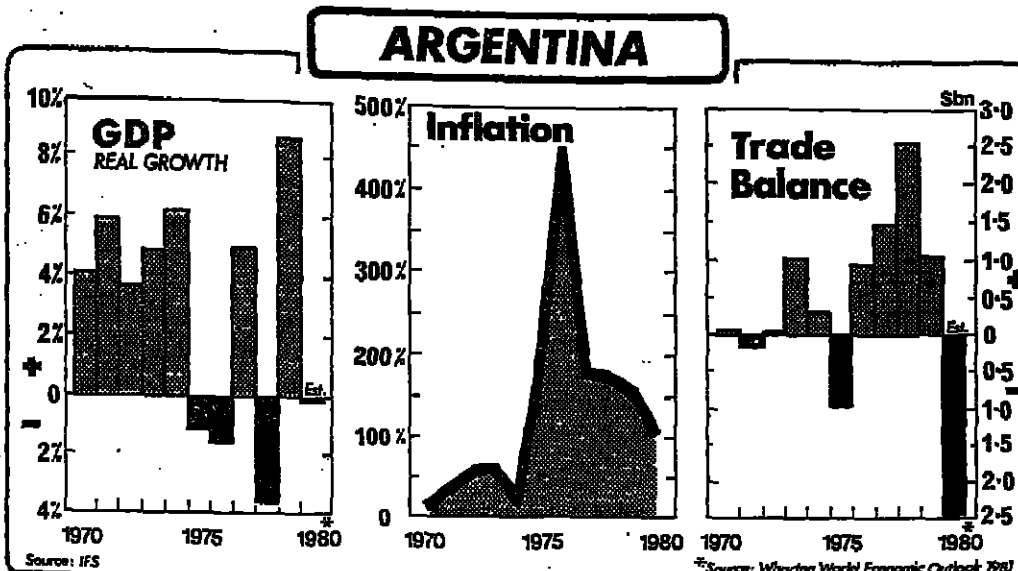
attempting to grapple with little success with a political and economic situation which had gone from the chaotic to the disastrous. In the first months of 1976 inflation crept towards 60 per cent a month as prodigal spending pushed the budget deficit towards 25 per cent of the gross national product and economic activity of any sort became very difficult.

In March of that year the armed forces stepped in. General Jorge Videla seized the presidency and bundled "Isabelita" Peron off to house arrest. Congress was closed, the Left and the political centre were repressed with extreme ruthlessness and a start made on reimposing conservative financial orthodoxy.

General Videla appointed as his Minister of Economy Dr José Alfredo Martínez de Hoz, who instituted a regime of austerity with high interest rates, the destruction of the high tariff walls behind which Argentine industry had grown and sometimes prospered over the previous decades and of particular concessions to the agricultural sector.

Foreign business confidence immediately revived and on a tour of Europe in late 1976 Dr Martínez de Hoz was rapturously received by business audiences. From then on, almost until March 29 this year when he followed General Videla into retirement, Dr Martínez de Hoz—dubbed by his friends "The Wizard of Hoz"—chaired up many successes.

But as the Videla-Martínez de Hoz partnership moved into its fifth year, however, cracks began to appear. Domestic industry was forced into grave crisis by the over-valued peso and the uncomfortably low tariff wall. GNP, which in 1979 rose by more than 8 per cent, was stagnant in 1980. The signs of this year's financial crisis



came with the bankruptcy of the Banco de Intercambio Regional, one of the fastest-growing financial institutions in a competitive market, and of Sasetri, a billion-dollar industrial and financial conglomerate.

The impending departure of the General and the Doctor raised worries about who were going to succeed them. These worries were not allayed when the military decided that the new president to succeed the puritanical Videla would be the easy-going General Roberto Viola or when General Viola chose Dr Lorenzo Sigaut as his Economy Minister. Many observers saw Sigaut as something of a political lightweight. The Right was distrustful of Viola's commitment to push ahead with plans for the eventual return of the country to civilian government.

The incoming team who took over on March 29 had to wrestle with inflation which, at

more than 80 per cent a year, was nowhere near the low levels which Dr Martínez de Hoz had pledged himself to achieve. A large part of the inflation was to be blamed on continuing high levels of Government spending, notably bulked by the armed forces' demands for new arms for possible hostilities with Chile. Informed guesses about the cost of arms purchases in the Videla period range from \$5bn to \$11bn.

Over the past six years, all this has left local industry between the devil and the deep blue sea. Saab-Scania with a modern plant in the north of the country saw its local production costs so inflated by the strong peso in 1980 that it was producing vehicle chassis locally at three times the price they could be imported. Production thus fell and men were laid off.

In the tractor industry it was

the same story. In 1977, for instance, Deutz, Fiat, John Deere and Massey Ferguson produced between them 25,845 units, of which nearly 2,000 were exported. Last year the same four companies turned out no more than 3,658 units, of which 800 were exported. In the first four months of 1981 an industry which has the productive capacity of 30,000 tractors a year managed to build only 270 units.

Foreign industrial companies could at least import what they could not produce economically in Argentina. Argentine industrialists who did not have such opportunities and who were very often working with less modern plants than the big international companies saw themselves facing ruin. Many, indeed, are all but ruined.

Sr Jacques Kirsch, the president of UIA (Argentine Industrial Union) the local equivalent of the CBI, has for the

past week been frantically calling for financial help for his members' factories.

"Argentine industry is in the throes of a very high fever. We need help in days or, at worst, weeks. We can't survive months of waiting for help," he commented.

He has proposed a plan under which the Government would re-discount half of industry's debts to the banks over 10 years with a seven-year grace period. This would assist firms in difficulties and would remove a great burden of bad debt from the banking sector where one highly-placed financial authority says that some two-dozen of the medium and smaller banks are on the verge of insolvency.

Faced with this, General Viola and Dr Sigaut are in a quandary. They want to help but fear that any sweeping measures would stoke the fire of an inflation which is already running well beyond 100 per cent a year. "The UIA plan, as it stands is a monetary absurdity. We will be helping industry, but not like that," says Dr Sigaut.

The economic team expects the massive devaluation of the peso to lead to an export-led boom which will have the factories humming in a few months' time. They also hope that the credits recently granted to the farm sector will next year bring in a harvest 50 per cent higher than the record crop of 24m tonnes of cereals which is being brought in this year.

Meanwhile, they argue, the low value of the peso will attract new foreign investors to buy assets which were grossly overpriced when the peso was riding high.

"I have a list of foreign companies which are going to invest \$300m in Argentina in the course of this month," says Dr Hugo Lamouca, the Under-



DR SIGAUT

They fear sweeping measures would stoke inflation

Secretary of Finance, confidently.

The Government also argues that Argentines will no longer be able to splurge their money on foreign travel as they did under General Videla and that to the contrary, Argentina will once again be drawing in Brazilians and other Latin Americans for cheap holidays and bargain shopping in the shops and boutiques of Buenos Aires.

But prudent observers feel that the upswing will take some time to make itself felt. They doubt that foreign investors are all that eager to put money into Argentina at the moment. Their doubts are borne out by the reluctance of merchant banks and clearing banks in London and other financial centres to recommend Argentina as a good investment prospect. "We are going a bit cautiously,"

on Argentina at the moment," said one British banker. "We don't see it as a good immediate prospect."

Others doubt whether Argentine industry or the farm sector is sufficiently agile to respond to the new competitive exchange rate and start exporting new lines immediately. Yet others hope that, however promising the agricultural sector may look at the moment, next year's crops are as always subject to the vagaries of the weather.

The older-established foreign companies in Argentina have seen similar economic cataclysms in the past. But they take the long view that there is no alternative to sticking to the present period in the hope that one day the roller-coaster will start climbing again.

## Letters to the Editor

### Theories which fit the facts

From Mr T. Condon

Sir—In his criticism (July 1) of Peter Riddell's column (June 28), Peter Shore claims that the Treasury has not produced "any supporting evidence" for the proposition that slower money supply growth will reduce inflation. This is incorrect. A Treasury working paper by Simon Wren-Lewis was published in March. Its central conclusion was that, generally we could accept the strict monetarist proposition that a 1 per cent change in money would lead to a 1 per cent change in prices in the long run, with the main effect coming after a lag of between six quarters and three years.

The relevant facts are in any case readily available from official publications. Over the 17 years from 1963, when figures were first compiled in their present form, money supply grew at an average annual rate of 11.8 per cent and money gross national product of 12.5 per cent. In the 1960s money supply typically rose by between 6 and 8 per cent a year and inflation was 6 per cent, while in the 1970s the average annual rise in the money supply was 17 to 19 per cent and inflation was 17 per cent.

Mr Shore is, of course, free to believe that the theory that there is a link between money and prices has "no relation to real life." Others may protest that his position demonstrates an eccentric indifference to evidence. He may also think that a more competitive exchange rate will cause output to rise. If by a competitive exchange rate he means a falling pound, some observers—including, perhaps, the monetarists—may note that the pound is falling almost without interruption in the 12 years to 1977 and that the rise in output over that period was disappointingly low. Mr Shore says that he favours "only those theories which fit the facts." It is a pity he shows not only so weak an understanding of theory, but also so little knowledge of the facts. When Mr Riddell criticises politicians for their "pragmatism," he is surely being rather mild.

Tim Condon, E. Messel and Co, Winchester House, 100, Old Broad Street, EC2.

### Jibes against economists

From Mr K. Groves

Sir—I am reluctant to disagree with Mr Peter Shore (July 1) for whom I have always had a degree of admiration; but people who live in glass houses should not throw stones.

Mr Shore suggests that Mr Riddell should defend only those theories which fit the facts; but I do not see that Labour Party "concepts" and "beliefs" are any nearer the truth. In any case one need not be a monetarist to believe that abuse of the money supply will lead to trouble. To quote Adam Smith (albeit out of context), "what is prudence in the conduct of every private family, can scarce be folly in that of a great kingdom."

Mr Shore believes that a more competitive exchange rate will cause output to rise, but even allowing for the Labour Party's penchant for de-

valuations, we could here be in the realm of post hoc ergo propter hoc. Mr Shore well knows that exports, for example, do not depend on price alone. Naturally we must never blame strikes *et hoc genus omne*. As to increases in Government spending stimulating the economy, it all depends on what the money is spent. Increased output will stimulate investment—but again what investment? We do not want investment for the sake of investment or jobs, then some forms of investment will destroy jobs—permanently.

I am not myself in favour of too much theorising but I do resent the fibres made against economists, the purity of whose word has been destroyed by party politics. We do not always appreciate the important contribution made by economic theorists with their rigorous analyses. But as Keynes said: "The theory of economics does not furnish a body of settled conclusions immediately applicable to policy. It is a method rather than a doctrine, an apparatus of the mind, a technique of thinking, which helps its possessor to draw correct conclusions."

K. T. H. Graves, 187, Pensby Road, Heston, Wilt.

### Dealers in securities

From the Chief Executive, Financial Intelligence

Sir—An analysis of the 1979-1980 financial statements of 250 UK companies and 20 foreign companies, all of which were licensed to deal in securities during 1980, revealed that only 13 at their year end held balances or assets "a/c clients" or "in trust for clients." If the other 237 companies held clients' balances, then they were classified as assets of the dealing company, with obvious consequences should any such dealer find itself in difficulties or in liquidation; of those companies which did distinguish between assets of the dealing company and those held in clients' accounts, did not renew their licences in 1981. In the case of the 20 foreign companies operating in the UK as licensed dealers not one of their accounts classified any balances or assets held a/c clients.

There were two companies retaining their Department of Trade licence who had received notices of dissolution from the Registrar of Companies (Department of Trade) because of persistent failure to file accounts and a further six companies with serious audit qualifications, quite apart from a further 10 companies which did not file audit certificates with their accounts as required by law. It is interesting to note that in June the Department of Trade issued its 1981 listing of Licensed Dealers in Securities; it includes Connaught-Latham, Farrington Stead, and Norton Warburg Investment Management as holders of principal's licences.

It is most unlikely that legislation will be introduced in the near future to amend the Prevention of Frauds (Investments) Act and whatever developments may arise through consultative documents, voluntary codes or associations it is unlikely that they will be able to provide real protection to the innocent investor.

### Interest on VAT dues

From Miss B. Pugh

Sir—Referring to the report by your correspondent, Philip Bassett, on the subject "Pay unit 'needed' in civil service" (June 24), we fully support the stand taken by the National Federation of Self Employed and Small Businesses regarding the interest to be claimed on outstanding VAT repayments.

The small export businesses can no longer sustain the non-receipt of VAT settlements, which are outstanding from February 1981 onwards.

Apart from the urgent necessity of making special arrangements to settle VAT repayments, the government should, in all fairness, pay bank interest on the amounts outstanding at least at a rate equivalent to MLR and perhaps the Government should, if necessary, try to recover this additional expense from the unions.

The present civil servants' strike affecting the VAT repayments should now be treated rather as a serious affair, if the Government cares for the exporting houses to survive. Miss B. A. M. Pugh, Silvers Limited, 3, High Street, Slough, Berks.

### Pensions and mobility

From the Director of Information, Company Pensions Information Centre

Sir—Can I please take up just three of the many points raised in your leader of June 25 on "Pensions and mobility."

You claim that pension schemes force early leavers to give them large interest free loans for lengthy periods. But if the pension for an early leaver does not increase between the date of his leaving and retirement it does not follow that all the interest earned on the money is diverted elsewhere. The amount of money paid in by a member (and by his employer, if the employer has started to pay for him) is lower than it would otherwise be because interest will be earned on the money all the way up to retirement. Of course the interest earned would be out to be greater than expected and this extra interest may be needed to offset other factors that are unfavourable (such as increases in pay for other members or the expense of running the fund being higher than expected), but this certainly does not justify the claim that early leavers make interest free loans.

You claim it is time that the pensions industry, among other

people, came up with a more comprehensive solution to the problem of the early leaver. From the point of view of the pensions industry there are no technical problems in providing higher pensions for people who change jobs and I am sure that most people working in the pensions industry would be glad to see them get higher pensions. The problem is finding the necessary resources to pay for these higher pensions and that is a problem for employees and employers, since it is they and not the pensions industry who pay for pensions.

You suggest giving employees the right to opt out of company pension schemes and to invest their own contributions in the sort of pension plan available to the self-employed. Buying a pension gets more expensive as you grow older so why pay for your pension all by yourself if your employer is willing to share the cost? I think you also overlook the important point that with the sort of pensions plan used by self-employed people you cannot know in advance how your pension will relate to your pay just before retirement. If the object of a pension plan is to ensure that your income after retirement does not fall too far below your income before retirement then a pension scheme linked to final pay is the best way of achieving this. Many people want to improve the position of young people who change jobs but it would surely be a mistake to do this if the price is destroying the security at present given to older people who are less likely to move. M. J. Brown, Company Pensions Information Centre, 7 Old Park Lane, W1

### Textiles and Brandt

From Mr J. Madeley

Sir—You report (July 2) that Government industry and unions gave qualified approval to the NEDC council to the Brandt report. Presumably all must, therefore be opposed to the report drawn up for the NEDC joint textile committee that argues for "an effective successor to the present multi fibre arrangement."

By this seems to be meant a more restrictive successor. Yet the present MFA is a highly restrictive agreement that is totally inconsistent with Brandt's recommendation that the south be given greater access to the markets of the north for their manufactured goods.

For the countries of both north and south, the most effective successor to the MFA would be no successor at all, but rather a return to the freer trade in textiles which existed before 1973. It is not textiles from developing countries which are the chief cause of the problems of the British textile industry, but textiles from other industrial countries, especially the U.S., and ironically the introduction of automated technology. It is the latter which is chiefly responsible for job losses.

A tougher MFA would undermine the Brandt report and could have serious consequences for north-south co-operation and the chances of global economic recovery. John Madeley, 19, Woodford Close, Caversham, Reading, Berks.

## Today's Events

### GENERAL

UK: Mrs Margaret Thatcher opens Royal Agricultural Show, Kenilworth (to July 10).

National Union of Mine-workers' conference opens, St. Heller, Jersey (to July 10).

Nominations close for the Warrington by-election.

Sainsbury announces £500,000 arts patronage programme.

Mr Michael Foot, Opposition leader, speaks at National Union of Railwaymen's conference, St. Andrews.

Sir Ronald Gardner-Thorpe, Lord Mayor of London, opens International Colloquium on Television, Film and Theatre Lighting, Barbican Conference Centre, EC2.

Covent Garden Mozart Festival opens at the Royal Opera House, WC2 (to July 26).

Church of England General Synod continues, York (to July 7).

Festival of the City of London (to July 18).

London Wine Trade Exhibition, Kensington Exhibition Centre (to July 7).

Overseas: Lord Carrington, Foreign Secretary, in Moscow to urge Soviet agreement to EEC plans for international conference on Afghanistan.

Sr Geoffrey Howe, Chancellor

of the Exchequer, presides at EEC Finance Ministers meeting, Brussels.

European Parliament session opens, Strasbourg (to July 10).

Princess Margaret begins six-day visit to Canada.

PARLIAMENTARY BUSINESS

House of Commons: Private Members' debates. Deep Sea Mining (Temporary Provisions) Bill, remaining stages. Merseyside Development Corporation (Vesting of Land) orders.

House of Lords: Betting and Gaming Duties Bill, third reading.

ing. Education Bill, committee.

European Communities Order.

OFFICIAL STATISTICS

Personal income, expenditure and savings, and company profits for first quarter. Hire purchase and other instalment credit business for May. May final figures of retail sales. Provisional wholesale price index numbers for June.

COMPANY MEETINGS

See Week's Financial Diary on page 21.

COMPANY RESULTS

Final Dividends: Associated Leisure, Eastern Produce Holdings, James Latham, May and Hassell, Mercantile House Holdings, Roper Holdings, R. W. Toothill.

# The International Bank of the Seven Gulf States.

GIB was founded by the Governments of Bahrain, Iraq, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates. It is able to offer an unrivalled knowledge and understanding of the Gulf. With its Head Office in Bahrain and branches in London and New York, as well as considerable international expertise, GIB's capabilities and horizons are worldwide.



Gulf International Bank B.S.C.  
Tarek Building, Government Road, P.O. Box 1017, Manama, Bahrain  
London P.O. Box 156, 8-13 King William Street, London EC4P 4LD  
New York 499 Park Avenue, New York, NY 10022



## UK COMPANY NEWS

## Wedgwood makes net loss on CCA basis

CURRENT COST figures in the 1980-81 Wedgwood accounts show the group's historic pre-tax profit of £5.06m for the year ended March 28 slashed to an adjusted figure of £584,000. And tax of £3.25m meant there was a net loss of £1.66m on the CCA basis.

However, in his annual statement, Sir Arthur Bryan, the chairman of this bone china and earthenware manufacturer, points out that the current cost accounts, prepared in accordance with SSAP 16, have not been audited since the cost is not considered justifiable.

Sir Arthur adds that "from a management point of view we have all the information we require in our monthly accounting statements to ensure that the full effects of inflation are taken into account in arriving at management decisions, and the current cost statements do not provide our management with any additional useful information."

The auditors, Peat Marwick Mitchell and Co., again qualified the accounts with respect to the group's failure to comply with the requirements of SSAP 9 in its method of stock valuation.

Had SSAP 9 been adopted, operating profit for the 1980-81 year would have been increased by £552,000 to £9.25m, while the value of inventory stated in the balance sheet would have expanded by £4.79m to £22.52m. But Sir Arthur comments that "we do not believe that a departure from our prudent method of stock valuation would be in anyone's best interest."

Following the 4 per cent rise in 1980-81 profits on sales up 10 per cent to £106.1m, the chairman is anticipating further progress in the current year.

He points out that the Royal Wedgwood has given a little stimulus to the industry and to Wedgwood, in particular, while the fall in the pound against the dollar is also helpful.

Against this, however, he says that the tendency for other companies to follow the high interest path in order to strengthen their currencies is a most disturbing and unsettling factor in international business. In addition, competition, especially in the group's lower to medium priced earthenware divisions, is extremely severe, while the world's supply situation appears to be in surplus.

Sir Arthur reports that Wedgwood's Franciscan factory in California, which made good progress last year, has made a disappointing start in the first quarter. This was due partly to industrial action over wage negotiations and to a falling off in demand for some product lines.

With the dispute there now settled, there is ample confidence in the future to proceed with the first of the major capital improvement schemes planned to set the factory off on a progressively profitable path. Orders have been placed for some modern kilns, which will be installed towards the end of this financial year and should contribute to profit in 1982-83.

As at March 28, 1981, total capital employed had fallen to £56.22m, against £59.31m a year earlier, with shareholders' funds lower at £42.35m (£45.23m). Liquid funds showed a net decrease of £2.15m (£5.52m increase).

Meeting, 24 Wigmore Street, W. July 30, at noon.

## Growth for Kayser Bondor

Taxable profits of Courtauld subsidiary, Kayser Bondor, rose from £1.52m to £1.73m for 1980 and turnover of this manufacturer of hosiery and lingerie, improved from £19.04m to £21.25m.

After lower tax of £8,000 (£75,000) stated earnings per share were ahead by 1.19p to 2.08p. The dividend is hoisted from an equivalent 0.7175p to 7.085p net.

At half-way, pre-tax profits had risen from £664,000 to £769,000.

FT Share Information

The following securities have been added to the Share Information Service:

Energy Resources & Services Inc. (Section: Investment Trusts). Financial Corporation of America (Americans). Gulf Oil Corporation (Americans). Toluca S.A. (Trusts, Finance, Land).

DYNAPAC FORMS UK COMPANY

The Dynapac organisation of Sweden has formed a British sales company, Dynapac (UK). The new company will market the Dynapac range of light compactors and concrete equipment which, since 1947, have been distributed in the UK by the BCEL company, Winget.

Dynapac heavy compaction equipment will continue to be distributed in Britain by another BCEL company, Blaw Know, which took over this exclusive agency from Winget in June 1979.

MENT TRUST—Results for 1980 reported June 25. Investments £653,166 (£544,974). Investment properties £1,18m (£1,11m). Current assets £48,008 (£122,487). Current liabilities £299,227 (£365,835). Shareholders' funds £1,58m (£2,036m). Chairman says group is in a stronger financial position than at any time during the last few years. Meeting, Clement House, WVC, July 24, noon.

STERLING INDUSTRIES (light engineers)—Results for year to March 31 1981 reported June 20. Group shareholders' funds £4.5m (£2,04m). Fixed assets £2,75m (£1,63m). Net current assets £1,75m (£1,21m). Working capital £242,182 (£184,335 decrease). Liquid funds £102,941 (£524,285) reduced by CCA adjustments to £18,000. Meeting: Cayzer House, St. Mary Ave, EC, July 27, 2.30 pm.

J. BULLMAN (coupler and sheet metal engineer)—Results for 1980 and prospects reported May 23. Shareholders' funds £1,35m (£1,35m). Fixed assets £437,735 (£423,305). Current assets £1,57m (£1,38m) including stocks and work in progress of £741,803 (£818,261). Net current assets £826,740 (£868,711). The emoluments of chairman are given as £48,288 (£51,757). Meeting, Sheffield, July 24, at noon.

LONDON AND ASSOCIATED INVEST-

## BIDS AND DEALS

## Goodkind stakes sold by Pawson directors

Mr Stanley Woolfitt, chairman of W. L. Pawson, the clothing group, has sold his remaining shareholding in W. Goodkind and Sons and has resigned as chairman.

His two co-directors who are also on the Pawson board, have also disposed of their holdings and left the board.

Mr Woolfitt has sold 374,950 shares, Mr C. P. Frazer 110,300 and Mr R. Henton 75,000. This aggregates 5.6 per cent of the capital.

Mr F. J. C. Lilley has taken over as chairman. He joined the board in October 1980 after taking a 7 per cent holding in the company.

Mr Woolfitt bought his original stake in Goodkind, the fur trading and property group, in July 1979. At that time he purchased a 20 per cent holding at 18p per share.

Shares closed on Friday 3p higher at 47p, reflecting the publication of the group results for the 16 months ended April 30 1981.

These show profits, before tax,

of £49,476 (£31,759 for the previous year), turnover of £575,421 (£421,810) and earnings per share of 2.05p (1.3p).

The net asset value amounted to 29.4p (14.5p) and the dividend 0.3p (0.05p).

## NORPLAN FURNITURE

A group of institutions has injected £300,000 of new equity capital into Norplan Furniture Holdings. The injection, announced by East Anglian Securities Trust, a Norwich-based merchant banking organisation, is in the form of a subscription for new ordinary shares and new convertible preference shares.

The funds were provided by Brook House Investments, a subsidiary of East Anglian Securities Trust. Scottish American Investment Company and Castle Finance, part of the Norwich Union Insurance Group. Collectively, they will own approximately 53 per cent of Norplan's enlarged ordinary share capital.

turnover of £700,000 and profits of £80,000 for 1980. Trading is going to plan with advertising well on target.

The company's annual publications include the Arabian Transport Directory and the Arabian Government and Public Services Directory (priced at £27 and £47 respectively) which have been in issue for two years; and the UK the company has just published the Fishing Handbook and the Shooting Handbook (at 55 each) and has also just brought out this year the UK Business Relocation Handbook (£15).

Gresham Trust has joined forces with the managers of a small Northampton-based specialist publishing company to buy it from the liquidator for £80,000.

Gresham, the merchant banking arm of Gresham Investment Trust is putting up £40,000 with the balance being provided by Mr Richard Thomas and Mr Alistair Stewart, the managers of Parrish Rogers which went into liquidation earlier this year.

This followed difficulties in overseas trading by its holding company.

The company is forecasting a

## SHARE STAKES

Deansware—Crown House and its subsidiaries now hold 4,256,542 (99.01 per cent).

Francis Industries—D. M. Marks and Spencer—Mr J. J. Salisse sold 75,000 shares and Mr Michael Moses Sacher sold 231,764.

Mobex Group—London Trust has increased its holding from 6.2 per cent to 6.93 per cent of the capital.

Marshall's Universal—Mr J. E. Fletcher has sold 40,000 ordinary shares.

St Andrew Trust—Scottish Widows' Fund and Life Assurance Society has sold 265,604 ordinary shares and now holds 531,600 ordinary.

Carr's Milling Industries—Heggie and Son has purchased 100,000 ordinary shares and now holds 922,500 ordinary (18.45 per cent).

Scottish Ontario Investment Co.—Courtauld's Pensions Common Investment Fund has acquired 73,500 5 per cent preference shares (14.5 per cent).

Second City Properties—Control Securities now holds 10.84 per cent of capital and Labofund AG now holds 7.16 per cent, bringing the combined holding of the two companies to 18 per cent.

Shires Investment Co.—Mr C. E. Wilkinson is interested in 338,420 ordinary shares (12.5 per cent)—331,820 of these shares are held by Mr Wilkinson jointly with Mr C. N. Quinn as trustees. Mr Quinn is therefore interested in 13.3 per cent of the ordinary capital.

Uniflex Holdings—Hillsdown Holdings has bought 46,898 ordinary shares.

## SPAIN

High	Low	July 3 Price
326	251	Banco Bilbao 325
373	280	Banco Central 366
336	229	Banco Exterior 336
311	228	Banco Hispano 301
120	120	Banco Ind. Cal. 122
388	284	Banco San Sebastian 369
227	168	Banco Urquijo 230
398	281	Banco Vizcaya 353
282	204	Banco Zaragoza 228
224	82	Dragados 206
77	53	Espanola Zinc 55
77	53	Gal. Praxinos 50.5
54	53.5	Hidroila 78.5
68.7	52	Iberdrola 60.5
137	70	Petroliber 136.5
102	70	Petroliber 102
102	59	Sogefina 59
87	60	Telefonos 85.5
73.2	60	Union Elect. 72.5

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U.S.M. INDEX

126.8 (-0.3)

at close of business 3/7/81

BASE DATE 10/11/80 100

CORAL INDEX

Close: 544-549 (-0.3)

## BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether dividends are interim or final and the subdivisions shown below are based mainly on last year's timetable.

TODAY

Finals—Associated Lysure, Eastern Produce, James Latham, May and Hessel, Mercantile House, Ropner Holdings, R. W. Toothill

Interims—Bank Leumi (UK) July 27

Gen. Conslid. Invest. Trust July 16

Meggit July 20

Tube Investments July 12

Finals—Distillers July 16

Haslam's Estates July 16

Jones & Sedell July 14

Paterson Jewellers July 13

Reckless July 28

Routledge and Kegan Paul July 28

Utd. British Securities Trust July 14

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Utd. British Securities Trust July 14

## Transparent Paper Limited

## Extracts from Lord Kenyon's Statement

During the past year the Company has been affected no less seriously than other manufacturing companies in Britain by the current recession, and has suffered a reduction in Group earnings before tax from £1,018,038 to £146,121. A token dividend is, therefore, recommended.

The unmanageably large increase in the cost of natural gas had the inevitable effect of forcing the Company's energy intensive transparent paper making factory into losses which, during the second half of the year, were aggravated by the effect of a fall of more than 20% in the price of polypropylene on the market for transparent film.

Sales volume of manufactured film was nevertheless maintained, with exports continuing to record an increase. This, however, with the continuing high cost of money and an unexpectedly stronger £ sterling, was at the expense of margins with consequent damage to profit.

In converted products, which now account for 70% of sales, a good increase in turnover was achieved with volume growth in the sales of converted polypropylene, polyester and other specialised films and laminates.

Our Associated Company, Seaton Chemical Developments (Holdings) Limited, has continued to make a useful contribution and confirms last year's forecast that this diversification into the field of specialised chemicals would become increasingly important to Group profitability.

## Principal Activities

The Company manufactures and converts transparent cellulose and plastic film. The products are used in particular as immediate wrappings by the confectionery, tobacco, biscuit, bakery and snack food trades, and for textiles and pharmaceuticals, together with many similar uses.

## FINANCE FOR INDUSTRY TERM DEPOSITS.

Deposits of £1,000-£50,000 accepted for fixed terms of 3-10 years. Interest paid gross, half-yearly. Rates for deposits received not later than 10/1/81.

Terms (years) 3 4 5 6 7 8 9 10

INTEREST % 13 13 13 13 13 13 14 14

Deposits to and further information from The Chief Cashier, Finance for Industry Limited, 91 Waterloo Rd., London SE1 8XP (01-928 7822, Ex. 367).

Cheques payable to "Bank of England, a/c FFI" FFI is the holding company for ICFC and FCL.

FFI

## JERSEY GENERAL INVESTMENT TRUST LIMITED

## HIGHLIGHTS FROM THE REPORT AND ACCOUNTS FOR THE YEAR ENDED 30th APRIL, 1981

Year Ended 30th April	Gross Revenue	Earnings per Ordinary Share (Gross)	Dividends per Ordinary Share (Gross)	Total Assets	Assets per Ordinary Share
1977	823,890	13.32	11.50	17,552,462	294
1978	893,713	14.42	13.00	18,555,301	316
1979	996,595	15.97	14.50	20,023,956	337
1980	1,105,856	17.53	15.50	18,578,474	317
1981	1,305,959	20.15	20.00	24,747,345	420





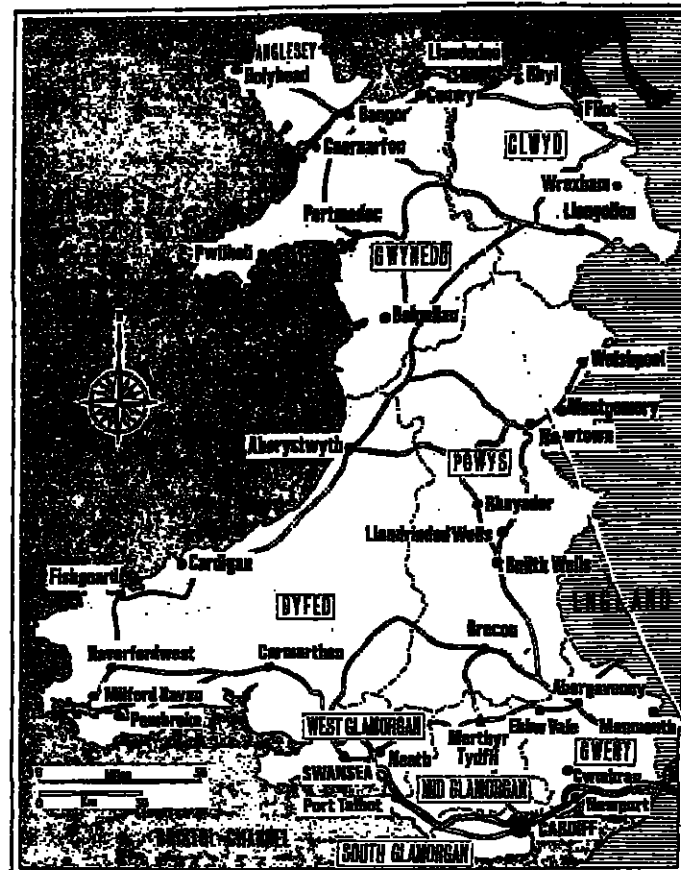






# Wales

Unemployment has soared to almost 14 per cent while statements about Wales' economic health conflict. But a big programme of factory building and other industrial changes is being matched by a new mood and a lively demand for space, as Robin Reeves, Welsh Correspondent, reports.



## Cautious hope of better times

Notwithstanding the actions taken by Government, there exists in Wales not a jobs gap but jobs chasm into which the economic and social structures of large parts of Wales are in danger of falling.

Considering the severity of the recession, it is remarkable how relatively well Wales has come through the storm. There must be every expectation as the economy recovers that Wales will be superbly placed to become the industrial growth centre of Britain.

THE FIRST of these diametrically-opposed statements was the conclusion of the Commons Welsh Affairs Select Committee's five-month investigation into the impact of the current economic climate on the Welsh economy. The second came from Mr Nicholas Edwards, Secretary of State for Wales, in a recent address to the Welsh Conservatives' Conference.

Clearly, both cannot be right. But even allowing for exaggeration, the two assertions show

starkly that these days it is possible to take both a pessimistic and an optimistic view of Wales' economic prospects.

On the minus side, unemployment has soared to levels unknown since the 1930s, now running at just over 15,000 or nearly 14 per cent. It is a caution certainly that the figures will resume their upwards climb this summer and autumn. Not only is there another wave of school-leavers to take account of but also some 42,000 jobs which are surviving the recession only as a result of the Government's short-time working compensation scheme.

According to a recent estimate by the Economic Research unit at University College, Bangor, on the basis of the last Budget's forecasts, unemployment in Wales will hit the 200,000 mark, approaching 17 per cent, towards the end of next year.

A comparable forecast by the same unit some 15 months ago, suggested that the current jobless levels would not be reached in Wales until at least the end of this year. And that was because the Treasury had been forecasting some recovery in output this year.

Given the widespread scepticism about the strength of the recovery from the recession of the British economy as a whole, it is difficult to be other than pessimistic about future levels of unemployment in the principality.

On the plus side, Mr Edwards is probably right in claiming that Wales is currently experiencing the biggest ever programme of industrial infrastructure improvement, and

factory building. Boosted by the special funds made available to compensate for the run-down of the steel industry, the Welsh Development Agency is currently committed to spending £100m to create 3m sq ft of new factory space, or enough room for 10,000 new manufacturing jobs.

About 270m of this is due to be spent in the current financial year, and the programme is being added to all the time.

In current economic circumstances moreover, the demand is proving remarkably buoyant. Last year, the WDA allocated nearly 1m sq ft of factory space. The number let both by the agency and the Development Board for Rural Wales was 131 factories—close to the all-time record.

More encouraging still, the number of formal factory allocations in the first five months of this year is up on last year, as is the number of inquiries and the number of applications for Selective Financial Assistance.

### Atmosphere

In the past year, Wales has also secured a number of important projects such as the £25m Immos micro-chip plant, the Canadian Mitei Corporation's new £33m European manufacturing centre and the joint Corning Glass-BICC £15m project to produce optic fibre.

Thanks partly to these small rays of economic sunshine, the atmosphere of crisis which gripped Wales for much of last year seems to have partially dissipated—though perhaps only temporarily. Wales did feel very much on the sharp end

of the Government's economic policies as redundancies soared, notably in the steel industry which has shed 25,000 jobs in a matter of months. Anger and frustration was widespread.

But as the flood of redundancy announcements has eased to less apocalyptic proportions, and orders in some industries have begun to pick up, a cautious hope has begun to grow rightly or wrongly, that the worst may be over. Indeed, there are companies which have emerged from the rigours of the past year with greatly increased confidence after, by any standard, a very exacting test of their general health and management expertise.

Three uniquely Welsh dimensions of last year's crisis atmosphere have also been defused by what—to put it bluntly—were Government climbdowns. One was the decision to allow the British Steel Corporation to maintain both its major Welsh strip steel plants, Port Talbot and Llanwern, as part of the new chairman, Mr Ian MacGregor's survival plan.

The extent to which the Government was influenced by the threat of a civil disobedience campaign, being called for by the Wales TUC, given an attempt to close either plant, may not become clear until the relevant Cabinet papers become available in 30 years' time.

With both plants slimmed down, through the shedding of 11,000 workers, to international productivity standards, there was in any case a strong economic argument for keeping both in play. Nevertheless, the Government's willingness to

extend its massive funding of BSC's losses has kept two important lynchpins of the economy of South Wales in being—though until the steel industry returns to profitability the future will remain insecure.

The trade union civil disobedience threat in turn drew its inspiration from the early autumn success of the campaign of the Welsh Nationalist party, Plaid Cymru, in forcing the Government into a U-turn over its Welsh language television proposals. This confrontation arose because, four months after assuming office, the Government abandoned its manifesto pledge to establish a long-promised Welsh Language Service on the new Fourth channel.

### Hunger strike

By September last year, however, it was facing an impending hunger strike by veteran Plaid president, Mr Gwynfor Evans—an unprecedented act in Welsh political history—the refusal of over 2,000 nationalists to pay their television licences (some of them were already serving prison sentences) and a mounting crescendo of other forms of direct action.

Combined with the anger over the jobs, all this threatened to create the "serious social disorder" of which the Welsh Affairs Select Committee had also warned in its report unless the Government acted more vigorously. The Government beat the retreat and reverted to its original TV pledge.

Last but not least was the Government's surrender to the miners earlier this year. The threat of pit closures and redundancies among miners in the

South Wales coalfield loomed large from the moment the axe descended on the Welsh steel industry late in 1979.

It was not until February this year that the long-threatened confrontation took place, and it lasted less than a week. As the immediate all-out strike by 26,000 Welsh miners spread rapidly to other parts of the British coalfield, the Government again quickly retreated by promising more cash aid for the industry.

Since then, one of the five pits on the Welsh closure list has shut down because of impossible working conditions, and others may follow. But equally, the finance has been made available to allow Welsh coking coal to be priced competitively against imported supplies and resume meeting half the needs of Port Talbot. This was after 12 months during which the steelworks had gone over entirely to imports.

Yet while Wales has clearly benefited from modifications in the original thrust of the Government's policy, Mrs Thatcher's brand of Conservatism is succeeding to the extent that more thought and effort than ever before is being devoted to encouraging the creation of new enterprises.

The Wales TUC, with the aid of Welsh Office and WDA funding, has instituted a study into the feasibility of establishing a Mondragon-style workers co-operative movement (based on the famous cooperative in northern Spain) backed by a Resource Centre and Investment Fund to provide new job opportunities. This is a very novel departure for the trade union movement, but only one

example of a number of co-operative institutes springing up all over Wales and particularly in rural areas.

BSC (Industry), the steel corporation's industrial diversification arm, is establishing a series of workshop premises for fledgling businesses run by experienced managers who can advise on day-to-day problems. The first one, at Brynmawr, near Ebbw Vale, is already producing very encouraging results.

### Advise

Swansea City Council has introduced its own new enterprise grants scheme to help new businesses, and also enthusiastically embraced the Government's designation of the Lower Swansea Valley as an "Enterprise Zone," offering businesses a ten-year rate-free period and other benefits.

The Development Board for Rural Wales, among its many other activities, has been holding very successful public meetings—in both English and Welsh—for people interested in starting their own business. It has already established a course, in conjunction with Manchester Business School, for

helping budding entrepreneurs to acquire the necessary business skills.

Politically, the economic situation has also encouraged the Welsh county and district authorities to put their heads together in two conferences over the past year. So far, this has resulted mainly in unanimous calls for the Government to do more, but plans are also afoot to establish a standing committee on unemployment, which, its proponents believe, could provide an important new Welsh institutional focus on Wales' economic problems.

Indeed, with unemployment destined to remain the number one item on the Welsh political agenda for the foreseeable future, Wales will be looking for the party which offers the most realistic programme for tackling the problem. That said, with significant sections of Welsh industry now very much geared up to serving a European market, it is conceivable that Labour's commitment to pull out of the EEC, not to mention the work of the parliamentary boundaries Commission, could still alter Wales' political complexion significantly when the next election test comes.

# Even the FT. doesn't know as much about Wales as we do.

There are three specialist organisations in Wales, with one single objective. To help business prosper. The Development Corporation for Wales,

the Development Board for Rural Wales and the Welsh Development Agency. Together, we've given guidance and support to literally thousands of companies. From the

multi-million £ corporation to the one man band. Our combined experience and knowledge of Welsh industry is, quite simply, second to none. We work side by side with all the local

authorities and other relevant organisations. In fact, we're very much a team. We know how Wales works. And how it can work for you.

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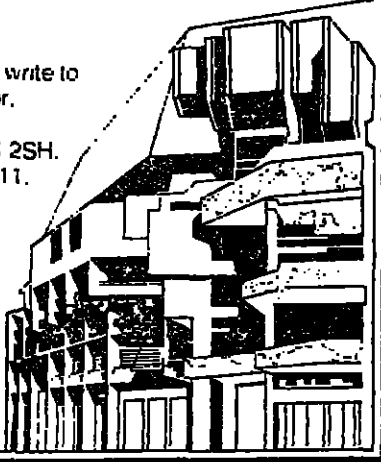
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WALES'  
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ELEGANCE



## Making a hard sell abroad

MR NICHOLAS EDWARDS, Secretary of State for Wales, was in Japan earlier this year, leading a Development Corporation for Wales mission to win investment. Six months earlier, he led a similar mission to the U.S. Both visits are a recognition of the fact that these days Wales is looking increasingly to overseas investment to modernise its industrial base and provide an increasing proportion of its new jobs in the 1980s.

It so happens that while in Japan, Mr Edwards was forced to stress that he was a British Minister anxious to see Japanese investment in all parts of the UK. This was because, some three weeks earlier Nissan had revealed it was examining the UK as the site for its proposed major new European car assembly plant.

Although the visit had been arranged many months previously, the North East of England was up in arms at the thought that Wales was trying to steal a march over its claims for this coveted investment project promising some 5,000 new jobs by 1986. Since then, even the West Midlands has been voicing concern at the possibility that the project may come to Wales—a compliment indeed to the region's investment-pulling power.

Competition  
Ever since Ford plumped for Bridgend, South Wales, as the site for its £230m new European engine plant in 1977, Wales has been recognised as a first division competitor for international mobile investment. Not that overseas investment is a new phenomenon. Monsanto established the first foreign-owned subsidiary at Ruckon, North Wales, as early as 1931. But it is a trend that has gathered pace since the Second World War.

The Ford project made headlines because, from the moment it was announced it was described as the "investment project of the decade." Its capture demonstrated that Wales has

EFFORTS BY WALES to secure a stake in the fast-growing micro-electronics supply industry have received a heartening boost over the past year. First came the decision of Immos to establish its first UK manufacturing plant at Newport, Gwent. This was followed a few months later by the fast-growing Canadian Mitel corporations equipment and advanced micro-circuits at Caldicot, between Chepstow and Newport.

In addition, Siliconix at Swansea, the European subsidiary of a Santa Clara-based semiconductor manufacturer, has announced plans to expand into silicon wafer production. And there are reports that another U.S. manufacturer, Emm Sescio, also is at the point of establishing a European manufacturing base in South East Wales.

Work has already started to build Immos's £25m plant at Newport, which is forecast to provide about 2,000 new jobs over the next two to three years. The site initially will produce a 16K static RAM and a 64K dynamic RAM, the first two pro-

### TOP EMPLOYERS IN THE REGION

Company	Employees	Date of arrival	Main product
NCE	31,000		Coal
BSC	25,000		Steel
Girling	5,200	1946	Motor parts
Ford	4,400	1965	Engines and parts
British Aerospace	4,300		Aircraft
BL	4,158	1968	Motor components
Hoover	3,750	1948	Washing machines
GKN	3,000	1902	Steel products
ITT	3,500	1945	Electronics
BP Chemicals	3,000	1948	Petrochemicals
Courtaulds	3,000	1917	Man-made fibres and garments
British Transport Docks Board	2,900	1963	Ports
Christie Tyler	2,170	1946	Furniture
GEC-Hitachi	2,000	1945	Television sets
Thysen	2,000	1954	Civil engineering

the sites, the infrastructure, and track record (Ford also had the operating experience of plants at Swansea and Treforest to go on) to beat off the competing claims of many other parts of Europe.

Today, Wales has approaching 200 manufacturing enterprises which have overseas parent companies. Between them, they employ 16 per cent of the total labour force. Over 100 are subsidiaries of U.S.-owned companies, and at least a further

WINNING INVESTMENT  
50 have Continental parent companies of which half are West German-owned. On top of these, there are seven Japanese-owned subsidiaries, giving Wales the biggest concentration of Japanese manufacturing investment in the UK.

The strong Japanese presence is no accident but the outcome of persistent wooing since the early 1970s by the executives of the Wales Development Corporation, which has prime responsibility for handling foreign inward investment.

Over the past year, the recession has meant a distinct dip in the number of new arrivals, of course. Even so, there have been a number of notable additions to the list. They include the Anglo-American Immos Corporation which decided last October to build its first £25m UK production facility at Newport, Gwent; the Canadian Mitel Corporation announced the construction of the £32m European production centre at Caldicot, Gwent; Yuasa, the Japanese battery manufacturer, is close to signing an agreement to

establish manufacturing plant at Ebbw Vale; and in North Wales, the U.S.-owned Corning Glass and BICC have just announced a £15m joint project to manufacture optic fibres for the communications industry at Shotton, Clwyd.

The Nissan car project is still in the air but by all accounts Wales has three of the eight possible UK sites for the plant, and is generally considered the front runner, not least because of its track record in attracting Japanese companies.

One site is the British Steel Corporation's Llanwern steel-works whose strip steel is highly thought of by the motor industry. Another is at Wentloog, between Cardiff and Newport, and the third, the Deeside Industrial Park at Shotton.

The Nissan project would be exceptionally welcome, of course, given the sharp erosion in traditional employment opportunities over the past 18 months. But the Development Corporation is continuing to plug away at Japanese business generally and is optimistic that in the medium term, that is two to three years, as many as 30 Japanese companies may be persuaded to establish European subsidiaries in Wales.

Indeed, plans are afoot to give a small but significant additional in the range of incentives. This is the setting up of a Japanese school in Cardiff to provide a part-time Japanese education for the children of Japanese executives based in Wales. The development corporation is also experiencing a revival of interest from the U.S., after an exceptionally slack period last year due to the recession. The recovery in the dollar and the election of a President regarded as more sympathetic to business has resulted in a significant number of U.S. companies being persuaded to look again at their plans for investing in Europe.

## WALES II

## Boosted export sales compensate for weak home demand

AMONG WALES'S selling points in its bid to attract the Japanese Nissan car plant is the fact that it already has a surprisingly large motor component sector. It has tended to be overshadowed by the coal and steel image, though much of it developed in the 1950s and 1960s—before the current recession and the specific difficulties of the British motor manufacturers, the sector was estimated to be employing at least 30,000 people—a larger number than the South Wales coalmining industry.

Over the past 18 months, there have, of course, been casualties. Firestone's tyre plant at Wrexham has closed. Part of BL's Rover operation at Cardiff is being run down. The recent shutdown of Dupont's Llanelli engineering steels plant was caused above all, by the domestic motor industry's problems. There has also been a wave of closures and redundancies among many smaller Welsh motor component suppliers.

But the signs are that the sector may be emerging from the worst of the recession. Full-time working has been restored in a number of instances; investment is taking place to improve competitiveness; and there are even some examples of companies resuming limited recruitment in areas of their operations.

### Success

Cam Gears at Resolven, West Glamorgan, is an example. It has been taking on more workers in its direct production areas, thanks to its success in increasing exports to compensate for weak home demand.

A subsidiary of the Cleveland, Ohio-based TRW group, Cam Gears is the largest independent manufacturer of manual steering systems in Europe. It has managed to push up its overseas sales from £7.7m to £12.2m over the past three years, mainly to North America, Sweden and Germany. Exports now account for nearly 50 per cent of the plant's output and, this year, have earned the company the Queen's Award for Export Achievement.

Cam Gears is distinctly optimistic about future prospects and planning for growth over the next five years, mainly in export markets. But it recognises that this will involve investment of several millions in order to bring its manufacturing efficiency up to the best Japanese standards.

Matching Japanese practice is also very much a growing pre-

### MOTOR COMPONENTS

occupation at Ford's Welsh plants. Besides its new £230m, European engine plant at Bridgend, the company also manufactures axles, gearboxes and other components at Swansea and ceramic insulators and sparking plug electrodes at Treforest. The Japanese challenge has led the workforce at Bridgend to being limited to 1,800 rather than the 2,500 originally planned, and to the introduction of specific Japanese practices such as quality circles.

The massive £230m plant, which came into production last year less than three years after it was first announced, is now very much in business, producing 1,900 engines a day for delivery to Ford's assembly plants at Halewood and in West Germany. An increase to full capacity working is only waiting on a recovery in the market.

BL's pressings plant at Llanelli is already enjoying a

buoyant market, thanks to the success of the company's Mini Metro model. About £8m was invested in new manufacturing equipment at the plant, which produces the Metro chassis and other basic components.

U.S.-owned Borg-Warner, which has consolidated its UK operations in South Wales over the past 18 months, is also enjoying a much fuller order book than it originally forecast. Major customers for the company's automatic transmissions include BL, Saab and Volvo.

The company has just announced that it will be spending £3.5m over the next year or so, putting its new continuously-variable transmission, developed in collaboration with Van Doorne of Holland and Fiat of Italy, into low volume production. Investment of more than £30m is promised at the plant, provided productivity among the 1,300 workforce, now back on a seven-day shift week, can be raised by more flexible working practices and reductions in overtime.

Bramber Engineering, which has three factories in the Rhondda Valley manufacturing vehicle springs, has invested £3m and is in the process of spending a further £1.25m to improve its manufacturing competitiveness and expand production of its new taper leaf spring.

The new spring offers a 40 per cent weight reduction, improved durability and a better ride over the conventional multi-leaf spring. Bramber Engineering says. Although the state of the company's order book is far from ideal, Bramber is optimistic that its business will pick up.



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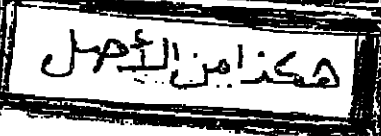
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## Oil refinery projects nearing completion

TWO MAJOR oil refinery projects costing the best part of £400m are now nearing completion at Milford Haven, further strengthening the Haven's place as one of Britain's major oil terminals. Both have involved the installation of catalytic crackers to increase the yield of petrol and other light derivatives of crude oil.

On one side of the water, a hydro-catalytic oil cracker is already at the commissioning stage at Amoco's oil refinery. This is a joint project in which Petrochem has a 30 per cent stake.

On the other side, Gulf-Texaco's far larger cracker is within a year of completion at a cost which is expected to work out at over £300m.

Between them, they have employed about 6,500 workers during the construction phase of the capital-intensive character of today's oil refining industry. The Amoco-Murco project will provide only an extra 100 permanent jobs and Texaco-Gulf only a further 300.

The investments were triggered by the dramatic change in the nature of the international oil market after the 1973 energy crisis. This led to a sharp and permanent drop in demand for heavy fuel oil.

The catalytic crackers will enable both refineries to more than double yields of petrol and other light derivatives from a given quantity of crude oil; thereby reducing

the yield of fuel oil which, except in specialist uses such as shipping, is no longer really competitive against coal and gas.

It is more than 20 years since Esso first recognised the value of Milford Haven as one of the best deep water anchorages in Western Europe and built the first— and with a 15m tonnes capacity, still the biggest—oil refinery on its shores. This was followed by Texaco's 9m tonnes unit in 1964, Gulf's 5m tonnes unit in 1968 and Amoco's 4m tonnes refinery which came on stream in 1973.

BP also has an offloading facility in the haven for piping crude to its long-established refinery at Llandarcy, near Swansea. The net result

is that the haven now accounts for about one third of Britain's oil refining capacity.

In the present economic climate and with over-capacity in the European refinery industry, Milford recognises that the period of major investment by the industry is probably over for the time being. Nevertheless, there are hints from time to time of further projects to come.

A senior Esso executive said last year that most companies had investment schemes under consideration for implementation sometime in the next ten years. It was a question of deciding what sort of projects they should be and, crucially, their timing.

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## Dinorwic scheme will back up national grid

### ELECTRICITY

ONE OF THE most challenging engineering projects in the world is now nearing the commissioning stage in Gwynedd, North Wales—the Central Electricity Generating Board's Dinorwic hydro-electric pumped storage scheme.

This £460m project, which has involved the excavation of huge caverns deep inside Eiddir Fawr mountain, in Snowdonia National Park, will enable the board to generate extra electricity in periods of peak demand and so keep steady the national grid's output.

Began in 1974, Dinorwic is the biggest pumped storage power station in Europe. It has involved the excavation of 3m tonnes of slate rock to create the station's network of tunnels carrying the water between the two lakes which form its upper and lower reservoirs.

The chamber housing the station's main plant is one of the largest man-made caverns ever created, twice as long and half as wide as a football pitch and higher than a 15-storey building.

Dinorwic will have six turbine generators, each with a capacity of 313 mw, which

are also designed to work in reverse as motor pumps to return the water to the upper reservoir in off-peak periods. The first is due to be commissioned this October and the entire project will be operating fully in 1982-83.

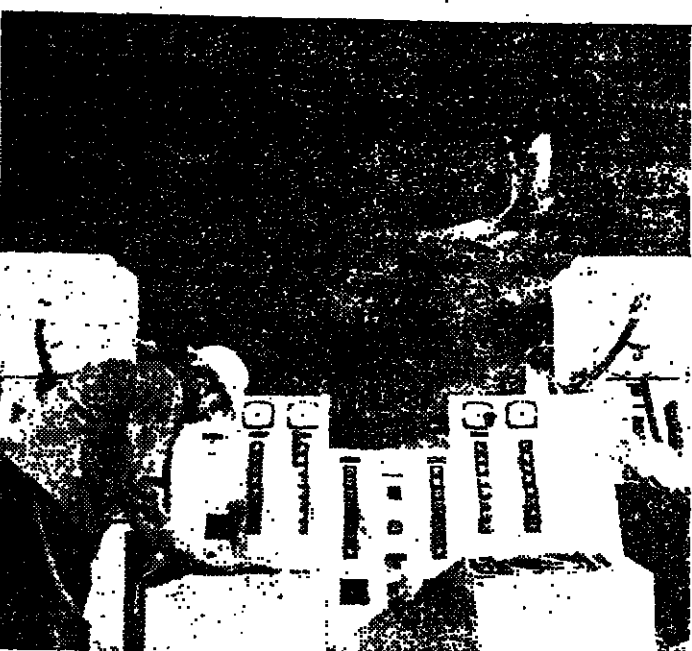
Dinorwic's great value, on a day-to-day basis, will be to help iron out the sharp troughs and peaks in electricity demand and to maintain the frequency of the national grid. During periods of peak demand it will act as a conventional hydro-electric unit feeding power into the grid. In periods of low demand, notably at night, surplus electricity will be used to pump back the same water from the lower lake, Llyn Padarn, to the upper one, Marchlynidr.

When acting as a hydro-electric station, it will have the capacity to reach an output of 1,320 mw in 10 seconds and sustain a constant output of 1,680 mw into the national grid for five hours.

### Automatic

That is more than enough electricity to cover two of the CEB's largest, modern power stations and Dinorwic will trip in automatically should there be a breakdown in one of the base load stations feeding the grid.

Although in a full cycle Dinorwic will consume more power than it produces, the board says it will be a real money spinner, saving £1m a week in the national grid's



An engineer checks plans for installing winding gear for the main shaft excavation inside the mountain

base load costs. The station's speedy response—faster than any pumped storage unit built so far—will facilitate the careful control of electricity supply necessary to achieve this.

For the record, Dinorwic will use more than 1,400m gallons of water in a full cycle. The inlet tunnels are more than half a mile long and include a vertical shaft 440 metres deep and 10 metres in diameter. They will carry the water at the rate of 85,000 gallons per second to the turbines.

Interestingly, the scheme has been built largely by locally-recruited labour. At the outset the board agreed to help ease Gwynedd's unemployment by recruiting at least 70 per cent of the 2,000 labour force needed for construction in the surrounding district, and give them the necessary training.

In the event this approach proved so successful that well over 80 per cent of the work-

force was recruited locally, a significant number of them ex-slate quarrymen who had worked in the now-disused Dinorwic slate quarry which is an integral part of the site. Not only have they proved adept at embracing the skills required for the project but the CEB stresses, industrial relations have been excellent.

Although the scheme is two years behind the original schedule, this has been due to unforeseen engineering difficulties, not labour problems. It is still nearer to programme than any other recent major UK construction project, the board says.

Even so, the signs are that the majority of the workforce will soon be joining Gwynedd's already long-dole queue. In spite of local pressure on the board to look at other sites within Snowdonia to which the Dinorwic workforce could be transferred intact, its next pumped storage project, if approved, is likely to be in Glossop, Derbyshire.

## Fighting hard to meet the 1980s

### TOURISM

TOURISM IS Wales' biggest single industry after manufacturing—a £450m business employing nearly 200,000 people. Moreover, like other sectors of the Welsh economy, it is having to fight hard to adjust itself to the demands of the 1980s.

The industry was built on the traditional tidal wave of holidaymakers from the English conurbations which peaked each year in July and August. They booked eight months in advance and came by train to spend a fortnight in a Welsh seaside resort.

Today, Welsh tourism faces not only acute competition from places as far afield as the Mediterranean and Florida for what was once its bread and butter business, but also radical changes in what most tourists have come to expect of a holiday. It adds up to a formidable challenge, but one to which the industry, with the help of the Wales Tourist Board, is aiming to respond.

### Spending

In spite of the gloomy economic climate of recent years, holiday spending continues to mount, and is now approaching the same level as food expenditure. Last year, British spending on trips away from home totalled £7,664m, of which £1,546m was spent within Britain. With earnings of £450m, the Welsh tourist industry thus attracted some 10 per cent of the UK total, which was 28 per cent up in money and 10 per

cent in real terms on 1978 expenditure.

The actual number of visits to Wales increased last year by 13 per cent to 12.5m, of which 8.8m were holiday trips and the remainder were conferences, business visits and so on. Of the holiday visits some 4.5m or roughly half were for four nights or longer, and most of them were for seven to 14 days.

Despite the big increase in the number of foreign tourists coming to Britain in recent years, the overwhelming majority of visitors to Wales are still from within Britain. About 30 per cent are drawn from the Midlands and North West, a further 25 per cent come from South East England, and another 15 per cent from within Wales itself. Over 80 per cent of all holiday visitors stay on the Welsh coast and 84 per cent of them travel by car.

Even so, the pattern of visits is very different from only a few years ago. The acute competition from overseas destinations now guaranteed sunshine at very favourable prices, is now making the traditional holiday fortnight very much a declining share of the total.

Wales has been able to hold its own only by making a very strong pitch as the destination for a short or additional—and usually off-peak—holiday. It is very much a growth sector of the tourist market and Wales has done well. The Wales Tourist Board calculates that Welsh destinations currently account for about 11 per cent of the total, putting Wales on a par with South East England as the most popular area for the "short break".

This trend, and the strong competition from foreign tour operators, has also undermined traditional booking patterns. Today's holiday-maker is no

longer prepared to book six to eight months in advance and put down a 25 per cent deposit. These days six to eight weeks in advance and a much smaller deposit is becoming the rule.

The Welsh tourist industry also increasingly accepts that it must provide a higher standard of food and accommodation, whether it is in hotels, self-catering facilities or caravans. To this end some 6,000 new bedrooms with private bathrooms have been added to the hotel accommodation over the past 10 years through the tourism grant scheme.

### Attractions

Another very significant trend is that the traditional Welsh seaside resorts are no longer so much destinations in their own right, as bases for either touring attractions in the surrounding area or for more active leisure pursuits, such as walking, pony-trekking, sea fishing or golf.

Wales's abundance of ancient castles and the narrow-gauge "Great Little Trains of Wales" have long been important features. But recognition of the greater mobility now enjoyed by most tourists has led to some very successful new attractions, such as the slate caverns at Blaenau Ffestiniog in North Wales last year were visited by nearly a quarter of a million people.

Indeed, such is the growing interest in industrial archaeology that plans are well advanced to re-open a coalmine in South Wales—Big Pit, at Blaenavon in Gwent—as a tourist attraction. It will form the centrepiece of a long-term policy by the Wales Tourist Board to bring the South Wales industrial valleys, with their

unique character, into Welsh tourism.

But while there is clearly ample scope for further growth, it is not going to come easily. The Board is a statutory body charged with the task of developing the industry. For this purpose it currently has an annual grant of some £4m, of which half is available for advertising and promotion and half for the grant aiding of accommodation improvement schemes and specific tourism projects.

Even so, the Board is certain that its own resources are far from adequate to meet the high-powered competition which Wales is now up against and it is urging the tourist trade itself to devote at least 3 to 5 per cent of its turnover towards marketing and promotion. At the same time it has had some harsh words to say to some local authorities for failing to devote sufficient resources to what for many of them is a vital source of local employment.

Arguably, the Welsh tourist industry could also do better if the tourist board was free to market Wales' attractions overseas. Together with the short, additional holiday, this is clearly a potential growth area. But overseas promotion is presently the preserve of the British Tourist Authority and it would probably require legislation to change the position.

However, discussions are currently under way to establish a Welsh Tourist Board shop window in London which, it is hoped, will go some way towards diverting an increased proportion of the thousands of tourists who pour into Heathrow and Gatwick each week, away from the London, Stratford, Edinburgh milk run, and towards Wales' unique attractions.

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Let the facts speak for themselves





## WALES IV

## Cardiff's new centre takes shape

## REDEVELOPMENT

THE CAPITAL city of Cardiff is in the throes of its biggest face-lift since before the first world war. After two decades of discussion, argument, public inquiries, delays and financial crises, the comprehensive redevelopment of the city centre is now finally taking shape.

Such have been the delays that the citizens of Cardiff began to believe that it might never happen. Yet, arguably, the postponements have been a blessing in disguise, enabling Cardiff to avoid many of the mistakes perpetrated elsewhere in the widespread city centre redevelopment boom of the 1960s and early 1970s.

Cardiff City Council was not concerned to move quickly to start with, insisting on in-depth studies and a wide measure of public consultation before drawing up its development plans. It then ran into a major public inquiry with many objections.

By the time the compulsory planning orders and planning approvals eventually emerged from the Welsh Office, the 1978 upsurge in energy prices and inflation had arrived. They made nonsense of the basic economic arithmetic for the

city's comprehensive and very much interlocking development scheme drawn up jointly between the council and Ravenscroft Properties.

The upshot after reflection was that the two partners agreed to break their agreement, with Ravenscroft paying some £3m to the council in respect of the inconvenience caused.

Cardiff's planners were then left with the job of trying to pick up the pieces. Clearly it had to be a more modest scheme but at the same time they were determined to work within the existing statutory approvals to avoid yet more public inquiries.

The new approach was to break down the redevelopment areas into separate parcels and identify those which appeared to be the most commercially attractive. The council's contribution to each project was to be the land; otherwise, financial responsibility was to rest entirely with the developer.

At the heart of the whole redevelopment plan was an area immediately south of Queen Street earmarked as a major shopping area, and in 1975 submissions were invited from prospective developers. A consortium headed by Heron Corporation was judged by the council to have put in the best scheme and building work finally began in 1979, on what

is now the centrepiece of the whole redevelopment, the St David's Shopping Centre and National Concert Hall.

Commercially, it provides 500,000 sq ft of new shopping space, including a 100,000 sq ft Debenhams department store, major extensions to Boots, Marks and Spencer, and Woolworth stores. In addition, there are two medium-sized stores, 66 new shops, six kiosks and a restaurant, all attached to the concert hall but with a separate access.

## Arcades

It is generally agreed that this amount of additional shopping space was required to enable Cardiff to regain its pre-eminence as a regional shopping centre. But it might have been done very differently. The development has been built on lines which respect Cardiff's well-established arcade tradition, linking up with the city's existing network of fine 19th-century arcades. The smaller shops are all ranged around an arcade system and serviced from an upper level service deck, as are the larger stores.

The standard of finish of the development—the cladding in stone and Welsh slate—is also high and in keeping with the best of Cardiff's 19th-century architecture. An adjacent second phase has

also been partly completed. It includes a large new Tesco store, developed in this instance by Capital and Counties, which has more of the look, externally, of a quality department store than is normal for Tesco, and multi-storey car-parks.

The concert hall, which will be finished next year, has been designed by the J. Seymour Harris partnership and is being built by John Laing Construction. The cost, more than £8.6m, is being met from the compensation (plus interest) paid by Ravenscroft, a Welsh Office grant of £1m in recognition of its planned role as Wales's national concert hall, and capital receipts on the sale of land and property owned by the city council.

The aim is to provide a broad-based programme of entertainment, not only classical music but also pop concerts, jazz festivals, indoor sport, film and fashion shows, and lectures.

The hall's auditorium will have seating for up to 2,000 people, accommodation for 120 musicians and more than 100 singers.

The hall has also been designed very much as an international conference centre with extensive audio-visual services, including simultaneous translation facilities, closed-circuit television and permanent installations for the media, plus five rooms for meetings of between

14 and 32 people and facilities for conference organisers and VIPs.

Among the next key redevelopment schemes in the pipeline are a leisure centre, for which the council is currently seeking a developer, and a new four-star hotel. In its leisure centre specification, the council says it would like to include an ice rink and other basic facilities, but it is prepared to consider the inclusion of commercial space in the overall scheme.

So far as the hotel goes, Holiday Inns have been in discussion with the council for some time. Assuming an agreement is finally reached, construction work is expected to begin next year, giving the city centre a welcome addition to its range of accommodation.

With the potential tourist in mind, the principle has been accepted of establishing a flea market and craft workshops linked to a saleroom in the redevelopment.



Evening wear from this year's Laura Ashley autumn/winter collection

## Cashing in on rural life

THE SMALL VILLAGE of Carno, in Powys, is an unlikely location for the headquarters of a worldwide fashion design business. But Bernard and Laura Ashley have vividly demonstrated over the past 20 years that, given flair and imagination, the heart of mid-Wales is as good a place as anywhere to succeed.

In 1961 the couple decided to move their business to Wales. Bernard Ashley began printing

textiles in a small workshop in Fimble, London, in 1953. He designed the furnishing prints himself, while Laura designed the smaller items, such as table mats and linen napkins. A six-year sojourn in Brasted, Kent, followed. It was during this period that the Laura Ashley label was first used — on linen tea towels with Victorian playbill and poster designs.

They were initially regarded as only a sideline to the main business, but demand in the U.S. proved insatiable and within a year the company had gone over entirely to the printing of tea towels.

From these developed matching items, such as aprons, oven gloves and napkins, and gradually the prints began to assume the distinctive Laura Ashley look.

Even so, Bernard Ashley says it was on returning to Wales — Laura is originally from Down, Merthyr Tydfil, and he regards himself as an adopted Welshman — that the business really got off the ground. Their first building was a converted dancehall where, with four employees, they went over almost entirely to tough cotton drill garments. These were designed or cooked or gardening, but proved generally popular.

Two years later, in 1963, the Ashleys bought Carno's defunct railway station, complete with a large granite shunting shed, waiting rooms, ticket office, and three acres of land. A 5,000 sq ft extension was added to the shunting shed, enabling the company for the first time to carry out its own scouring, bleaching and better finishing processes on the premises.

This was an important stage in Laura Ashley's development as a vertically integrated company. Grey cloth could be bought in and prepared, printed, and made up into finished garments, all under the same roof. Throughout the 1960s, manufacturing space and the range of products were steadily expanded into shirts, shirt-dresses, and long dresses in finer cottons. In 1968, impatient with the performance of wholesalers who were returning a significant percentage for seemingly trifling reasons — the company decided to open its own shop in Felham Street, Kensington.

## Sparse decor

Such was the crush that customers had to be let in a few at a time. A year later the shop had to be moved to premises in Fulham. The decor was distinctly sparse. Funds were insufficient for the usual lavish shop interior of the time. But again it proved an instant success, initiating a simple shop decor policy which is now part of the Laura Ashley image in well over 60 directly operated shops and many in-store outlets in department stores around the world.

The company's foreign expansion began in 1971 with licensing operations in Australia and Canada, and then Japan. The following year the first Continental shops were opened in Geneva and Amsterdam. Paris with some trepidation in 1974, but was a sell-out on the

first day. With turnover doubling every year, the company plunged directly into the U.S. market in 1977, opening a five-storey shop on Madison Avenue, New York, and followed this success with openings in Boston and Westport.

The move from garments back to home furnishings began in 1978. It sprang from the realisation that the company was basically in the business of designs, which could be applied to many other materials.

It has grown rapidly. The 1981 collection includes 154 furnishing

ing cotton designs and colourways, 119 wallpapers, chintzes, upholstery cottons, ceramic tiles, bed linen, paints, table linen, and a variety of soft furnishings.

The new range has been well received and is helping to restore buoyancy to sales after a difficult 12 months during which Laura Ashley, like many other international businesses, suffered from squeezed margins and currency losses.

Sales have been boosted by a decision to resume supplying on contract through traditional trade channels. So much so that the company has recently been recruiting additional staff. Of the 2,000 now employed by the company worldwide, more than 800 are in Wales. While Bernard Ashley stresses that as an international business the company does not overplay the Welsh connection, he says it has been an important driving spirit in the Laura Ashley success story.

The company's design philosophy has never varied. It is based on the premise that a majority of people prefer country life to urban life — or at least the idea of it — and will therefore buy products reminiscent of an idyllic rural existence.

But this philosophy also extends in a highly practical way to the company's manufacturing operations. There is nothing token about its presence in mid-Wales. Laura Ashley's main textile and graphic design studios are at Carno, as is the company's financial control department. All its outlying factories, seven more in Wales, three in England, one near Dublin, one near Eindhoven in the Netherlands, and the latest in Kentucky, U.S. — are situated in rural communities, making a significant contribution to the local economy.

The company is rewarded, in turn, by an exceptionally loyal staff. Labour turnover was less than 4 per cent, even before the recession.

Mr Ashley has no reason why so many international businesses should feel tied to traditional centres. "All you need is a good telephone and telex service," he says.

That said, he would also like a local airstrip with immigration facilities.

## A STRONG CHALLENGE TO SOUTH WALES ENTERPRISE ZONE INCENTIVES

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Details from Mr S.L. Haynes  
Deputy Town Clerk  
Council Offices, Hamlyn Road,  
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## PROFILE: DEBENHAMS

## Formula changed to raise profits

NO BUSINESS has a greater stake in the future success of Cardiff city centre's redevelopment than Debenhams, the department store group. Not only has it invested £14m in the new St David's Centre which includes its own 100,000 sq ft department store, but it has also seized the opportunity to launch an entirely new formula in British department store retailing.

The new concept stems from a close study of the American experience. In contrast to Britain, U.S. department stores remain among the most successful sections of the retail trade. To find out why, Debenhams looked in particular at Bloom-



Debenhams has invested £14m in Cardiff's St David's Centre, home of its new 100,000 sq ft store

ingdale, the New York store, which enjoys one of the best returns and capital profit ratios among American retailers, and then invited the American company's Hollywood designers, Chais and Johnson, to help design the new store.

At first sight, the only obvious difference, at least to the non-expert eye, is the absence of departmental description and direction signs. The different departments of the store are indicated instead by changes in colouring, decor and lighting.

The menswear department, for example, is done out in brown and oak beams, the books department has solid oak fixtures to give it a library appearance, while the cosmetics department, which traditionally has had a very rich decor, is designed in the American clinical style — this gives cosmetics the appearance of being a necessity rather than a luxury.

Even more crucial, though less obvious to a layman, only 50 per cent of the normal amount of goods is on show. There are no large counters, big cabinets, and long racks and stands.

The aim is to ensure that the full range of merchandise is on show but in minimum quantities at a time, so that it can be far more attractively displayed. This policy also allows a reduction in the amount of floor space between display units.

The different display is combined in turn with a very different staffing policy. In contrast to the conventional store where most of the staff are permanent employees, 70 per cent at Debenhams' Cardiff are part-timers. They work for only four hours a day with no lunch or tea break (and do not require an employers' national insurance stamp).

The majority of the selling

staff work either from 10 am until 2 pm or noon to 4 pm. Not only do the short hours result in a much higher level of sales productivity, it has been calculated getting on for double — but the sales service is at a maximum when it is most needed, during the lunch hour.

"We have put the service back into the department store," says Mr Peter Davies, the young and very enthusiastic director of the Cardiff store. Moreover, he stresses it is being done in what is an aggressive low margin, high turnover business, whereas the conventional wisdom has always been that good service can only be combined with high margins and low turnover.

The marketing effort is conducted through Press advertising, not in the store itself, and Mr Davies is certain that Debenhams has given a sharp competitive jolt to Cardiff's long-established department stores.

The smaller amount of merchandise on display means, of course that every department has to be replenished more often. But this is done by a different part-time staff, mainly after closing time, in much the same way as a supermarket, leaving the selling staff free to concentrate on the customers.

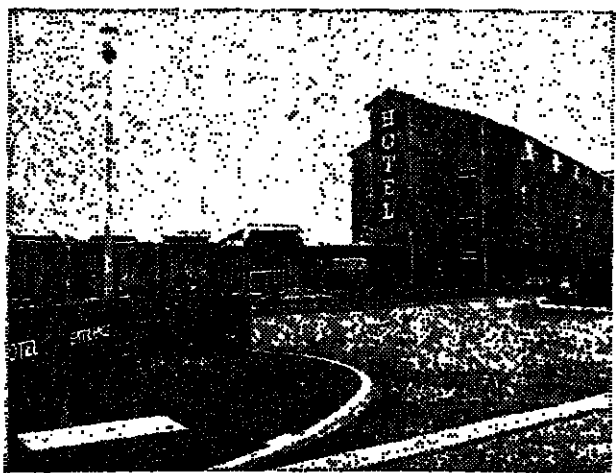
Debenhams experienced no difficulty finding recruits for so much part-time working. Far from it. A staggering 12,000 applications were received for the 600 jobs available and about half the applicants were interviewed.

It is only ten weeks since the new store opened its doors for business, but Mr Davies is convinced already that the new concept works. The store has taken £14m in this period and is well on the way towards Mr Davies's target of earnings of £150 a sq ft by the end of the calendar year.

## INVEST IN SUCCESS

Tourism in Wales is a real success story. It is now recognised as a vital industry — and one that's still growing. Last year, for example, £550 million was spent by the 12½ million visitors to Wales, representing a growth in real terms of 10%.

Good prospects for tourism mean good prospects for investors — made even more attractive by the wide range of incentives offered by the Wales Tourist Board, from financial assistance in the form of grants and loans, to advice on marketing and development.



WTB has assisted projects of all shapes and sizes. Amenities at Llandrindod Wells, an old spa town and one of Wales' first resorts, are being brought up-to-date by upgrading its major hotels. In the south, assisted schemes range from the construction of hotels in the Welsh "Valleys" to the establishment of a Nectarium (best described as a butterfly farm) at Solva.

WTB have just produced a new brochure "Wales — the Tourism Connection" which describes the comprehensive range of incentives and back-up services now available to potential investors. Make your tourism connection now by completing the coupon.

Our track record is impressive — Wales is the most popular destination in the UK for short holidays in the autumn to spring period; and second only to the West Country for main holidays. In this age of high energy costs, Wales is benefitting from its proximity to most of the UK's main conurbations, its easy, low-cost access a valuable aid to further growth in tourist traffic.



In the last 10 years, WTB has committed around £10 million through various financial incentive schemes, generating a total expenditure of £40 million on new and improved hotels and other tourist facilities. Success stories include the revitalisation of the old slate town of Blaenau Ffestiniog, North Wales, now a popular tourist destination thanks to developments like the Llechwedd Slate Caverns, Gloddia Ganol Mountain Centre and the Ffestiniog narrow-gauge Railway — enterprises which have received WTB support.



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Companies  
and Markets

## INTL. COMPANIES &amp; FINANCE

## PENDING DIVIDENDS RECENT ISSUES

Australian  
stockbroker  
inquiry

By Colin Chapman in Sydney

AUSTRALIAN stock exchanges have failed in a bid to prevent their commissions and work practices being investigated by the Trade Practices Commission.

The Trade Practices Commission has given a special order under the Australian Consumer Credit Act to go ahead with an inquiry into the stockbroking industry "as quickly as possible". As a result, the Australian Merchant Bankers' Association has withdrawn their application to the Federal High Court for a writ of mandamus requiring the commission to undertake the investigation.

Intense takeover and merger activity has been helping to create a mini trading boom for the stock markets in Australia. Against this background, banks want the stockbroking industry opened up to competition.

They want to see new broking firms created and are demanding a system of negotiated commission rates to replace the existing system of fixed commissions.

At the weekend, Mr Geoffrey Allen, director of the Australian Industries Development Association, said the issue was one of "deep relevance to Australian industry."

"An efficient securities market, which accurately values the net worth of Australian public companies, is a fundamental importance," he said.

**Assuag sales rise**  
ASSUAG, the Swiss watchmaker, reports a rise of 21 per cent in sales for the first four months of 1981. Sales of electronic watches were 36 per cent ahead while mechanical watches are running 27 per cent up on 1980, writes our Financial Staff.

Allianz reports gain  
in premium income

BY OUR FINANCIAL STAFF

ALLIANZ VERSICHERUNGS, the West German insurance group which last month acquired 28 per cent of the Eagle Star group of the UK, has achieved 11 per cent growth in world-wide premium income for the first five months of this year.

Shareholders at the annual meeting in Munich were told that group business in 1981 up to the end of May had generally been satisfactory. Premium income in the five months had risen to DM11.6bn (\$4.6bn) from DM10.5bn.

Wolfgang Schieren, managing board chairman, said income from domestic private insurance had climbed by more than 10 per cent. He added, however, that domestic demand for industrial and large commercial insurance had been hit by the economic downturn and high interest rates.

The company acquired its stake in Eagle Star in a surprise share market raid followed, a few days later, by a tender offer aimed at taking its interest up to 29.9 per cent.

BY OUR FINANCIAL STAFF

A CONCERTED attempt to keep Rollei Singapore a going concern is being made by the company's receiver, Peat Marwick Mitchell.

Peat Marwick Mitchell said that one option open to it is the sale of all or part of the business. In the meantime, all 4,000 employees at the camera company have been urged to stay at work.

Rollei Singapore entered bankruptcy proceedings last week following the collapse of its one-time parent company, Rollei of West Germany.

Rollei Singapore is today a separate entity but its business remains heavily intertwined with the German group to which all patents, licences and rights

New business in these trading areas had increased only 2 per cent compared with a rise of no less than 12 per cent in the opening five months of 1980.

For 1980 as a whole, Allianz, which is the largest composite insurer in Germany, reported net profits of DM 203.7m, a performance which was marginally up on the DM 199.3m of 1979.

The results were announced seven weeks ago and at the time Allianz said it expected both foreign and domestic business in 1981 to grow by "around the market average" despite a rising claims experience.

The company acquired its stake in Eagle Star in a surprise share market raid followed, a few days later, by a tender offer aimed at taking its interest up to 29.9 per cent.

Hutchison  
unit may  
be sold

By Adrian Bowen in Hong Kong

HUTCHISON Whampoa has been approached by third parties interested in buying its 77.3 per cent stake in a small listed property subsidiary, Mohan's Property and Investment which last year made after tax profits of HK\$1.68m (US\$300m).

Mohan shares were suspended from trading last Thursday after bid rumours had pushed them up to HK\$1.55 from the 90 cents trading level of recent weeks.

Hutchison could not reveal the identities of the potential buyers or the terms they have offered but a deal goes through, a general offer will be made on the same terms as dictated by the Hong Kong Take-over Code.

Mohan went public in 1973 and became a Hutchison subsidiary in 1978 after it encountered financial problems.

The company has almost half its assets in short term deposits. Net profits rose 40 per cent from HK\$1.2m in 1980 because of high interest rates.

Losses mount at Ensidesa

By Our Financial Staff

ENSIDESA, SPAIN'S state-owned steel group, has moved deeper into the red for 1980 and expects even heavier losses during the current 12 months.

Last year the group had a loss of Pts 15.6bn (\$160m) as a result of a sharp rise in financial costs, against Pts 5.7bn in 1979. This year losses of between Pts 17bn and Pts 18bn are forecast.

Steel production fell to 4.6m tonnes from 4.8m in 1979, mainly because of industrial action. Net sales rose to Pts 114.8bn from Pts 103.8bn.

Receiver attempts to keep  
Rollei Singapore going

BY OUR FINANCIAL STAFF

A CONCERTED attempt to keep Rollei Singapore a going concern is being made by the company's receiver, Peat Marwick Mitchell.

Peat Marwick Mitchell said that one option open to it is the sale of all or part of the business. In the meantime, all 4,000 employees at the camera company have been urged to stay at work.

Rollei Singapore entered bankruptcy proceedings last week following the collapse of its one-time parent company, Rollei of West Germany.

Rollei Singapore is today a separate entity but its business remains heavily intertwined with the German group to which all patents, licences and rights

to the Rollei name belong.

Last week Rollei Singapore said that its assets were not sufficient to absorb the losses of Rollei in Germany. It added that the collapse of the German group had removed from Rollei Singapore all research and development support.

Rollei Singapore is controlled by Norddeutsche Landesbank which owns 75 per cent of the company. The 25 per cent minority interest is held by a local bank, the Development Bank of Singapore.

Earlier this year, having pumped more than DM 600m (US\$250m) into Rollei which had little hope of recovering, Nord LB sold its Rollei shares.

Companies  
and Markets

## CURRENCIES, MONEY and GOLD

## EMS takes the strain

BY JONAS CROSLAND

Once again the European Monetary System is showing surface cracks under the weight of continued high U.S. interest rates. The Belgian franc was back at its floor level against the D-mark and the Belgian National Bank was in the market lending support from time to time. In addition the recent downward trend in Belgian short-term rates was halted abruptly last week when the authorities were obliged to increase Treasury bill

rates in support of the franc. In fact the rates were increased on four separate occasions last week alone. The high level of U.S. rates has been the major factor behind a general swing against European currencies but the dollar is also a useful haven at the moment in view of the continued tension over Poland and Afghanistan.

Despite this the West German Bundesbank left its key lending rates unchanged after Thursday's meeting of the central council. The authorities may just be willing to sit tight and wait for a fall in U.S. rates to narrow the differential. The Bank of France went one step further. Its seven-day money market intervention rate, effectively the bank's rate used by the authorities when altering liquidity levels, was cut from a record 23 per cent to 19.75 per cent. This was in addition to a FF 24bn injection of funds into

the market, the first such move since January. The French franc has failed to react so far although the closure of U.S. centres for Independence Day and sterling's sharp fall have tended to cloud the situation a little. Earlier rumours that the French franc may be withdrawn from the system may now seem a little premature but recent currency trends may give rise to calls for some sort of currency realignment.

**THE POUND SPOT AND FORWARD**

July 3	Day's	Close	One month	% p.a.	Three months	% p.a.
U.S.	1.8225-1.8000	1.8300-1.8940	1.20-1.30c	-7.52	2.55-2.65d	-5.49
Canada	2.2650-2.2610	2.2750-2.2780	1.45-1.55c	-7.51	3.50-3.75d	-6.46
Netherlands	5.05-5.10	5.075-5.085	0.50-0.70c	-0.28	1.20-1.25d	-0.78
Belgium	74.40-74.50	74.50-74.60	30-40c	-5.51	65-70c	-5.36
Denmark	14.25-14.35	14.30-14.35	5-10c	-5.23	10-15c	-4.74
Ireland	1.245-1.255	1.2525-1.2540	0.50-0.70c	-5.27	0.75-0.85d	-2.79
W. Ger.	4.54-4.58	4.585-4.575	0.50-0.70c	-5.27	0.75-0.85d	-2.79
Portugal	33.50-33.60	33.50-33.60	10-15c	-10.52	15-20c	-8.11
Spain	162.00-162.50	162.00-162.50	115-145c	-5.25	200-250c	-6.82
Norway	22.25-22.35	22.27-22.27	25-30c	-14.22	75-78c	-13.08
Italy	11.40-11.45	11.40-11.45	10-15c	-5.25	20-25c	-5.25
France	16.80-16.85	16.80-16.85	8-9c	-5.25	20-25c	-5.25
Sweden	9.65-9.75	9.71-9.72	2-3c	-3.70	5-6c	-2.82
Japan	427.44-428	427-428	2.00-2.50c	-1.62	7-7.7c	-0.37
Austria	31.50-32.25	32.20-32.25	20-25c	-1.62	7-7.7c	-0.37
Switzerland	3.90-3.94	3.92-3.93	1-1c	3.05	3-3.2c	2.80

Belgian rate is for convertible francs. Financial franc 78.00-78.10. Six-month forward dollar 4.20-4.30c. 12-month 5.70-5.80c.

**THE DOLLAR SPOT AND FORWARD**

July 3	Day's	Close	One month	% p.a.	Three months	% p.a.
UK	1.8225-1.8000	1.8300-1.8940	1.20-1.30c	-7.52	2.55-2.65d	-5.49
Ireland	1.5050-1.5150	1.5100-1.5200	0.80-0.70c	-6.18	0.85-1.15d	-2.78
Canada	1.2071-1.2028	1.2078-1.2021	0.00-0.00c	-0.08	0.24-0.29d	-0.88
Netherlands	2.6780-2.6750	2.6800-2.6870	1.50-1.80c	-5.27	4.20-4.30c	-5.36
Belgium	38.40-38.50	38.50-38.60	30-40c	-5.51	65-70c	-5.36
Denmark	7.6700-7.5800	7.6700-7.5800	1.70-1.30c	2.28	1.00-1.00c	0.63
W. Ger.	2.4060-2.4170	2.4135-2.4145	1.58-1.52c	-7.70	3.54-3.48c	-5.32
Portugal	63.50-64.00	63.50-64.00	10-15c	-10.52	15-20c	-8.11
Spain	162.00-162.50	162.00-162.50	115-145c	-5.25	200-250c	-6.82
Norway	22.25-22.35	22.27-22.27	25-30c	-14.22	75-78c	-13.08
Italy	11.40-11.45	11.40-11.45	10-15c	-5.25	20-25c	-5.25
France	16.80-16.85	16.80-16.85	8-9c	-5.25	20-25c	-5.25
Sweden	9.65-9.75	9.71-9.72	2-3c	-3.70	5-6c	-2.82
Japan	427.44-428	427-428	2.00-2.50c	-1.62	7-7.7c	-0.37
Austria	31.50-32.25	32.20-32.25	20-25c	-1.62	7-7.7c	-0.37
Switzerland	3.90-3.94	3.92-3.93	1-1c	3.05	3-3.2c	2.80

UK and Ireland are quoted in U.S. currency. Forward premiums and discounts apply to the U.S. dollar and not to the individual currency.

**EURO-CURRENCY INTEREST RATES (Market closing rates)**

July 3	Starting	U.S. Dollar	Canadian Dollar	Dutch Guilder	Swiss Franc	West German Mark	French Franc	Italian Lira	(Belgian Franc) Convertible	Japanese Yen
Short term	11 1/2-11 3/4	18-19 1/2	18-20	11 1/2-11 3/4	6 1/2-6 3/4	11 1/2-11 3/4	18-19 1/2	18-19 1/2	18-19 1/2	6 1/2-6 3/4
3 days notice	11 1/2-11 3/4	18-19 1/2	18-20	11 1/2-11 3/4	6 1/2-6 3/4	11 1/2-11 3/4	18-19 1/2	18-19 1/2	18-19 1/2	6 1/2-6 3/4
One month	11 1/2-11 3/4	18-19 1/2	18-20	11 1/2-11 3/4	6 1/2-6 3/4	11 1/2-11 3/4	18-19 1/2	18-19 1/2	18-19 1/2	6 1/2-6 3/4
Three months	11 1/2-11 3/4	18-19 1/2	18-20	11 1/2-11 3/4	6 1/2-6 3/4	11 1/2-11 3/4	18-19 1/2	18-19 1/2	18-19 1/2	6 1/2-6 3/4
Six months	11 1/2-11 3/4	18-19 1/2	18-20	11 1/2-11 3/4	6 1/2-6 3/4	11 1/2-11 3/4	18-19 1/2	18-19 1/2	18-19 1/2	6 1/2-6 3/4
One year	11 1/2-11 3/4	18-19 1/2	18-20	11 1/2-11 3/4	6 1/2-6 3/4	11 1/2-11 3/4	18-19 1/2	18-19 1/2	18-19 1/2	6 1/2-6 3/4

SDR linked deposits: one-month 15-16% per cent; three-months 15-16% per cent; six-months 15-16% per cent; one-year 16-17% per cent. ECU linked deposits: one-month 15-16% per cent; three-months 15-16% per cent; six-months 15-16% per cent; one-year 16-17% per cent. Aalen S (closing rates in Singapore): one-month 20-25% per cent; three-months 18-19% per cent; six-months 18-19% per cent; one-year 16-17% per cent. Short-term Eurodollar (two-year): one-month 15-16% per cent; three-months 15-16% per cent; six-months 15-16% per cent; one-year 16-17% per cent. The following nominal rates were quoted for London dollar certificates of deposit: one-month 18.40-18.50 per cent; three-months 17.70-17.80 per cent; six-months 17.05-17.15 per cent; one-year 16.30-16.50 per cent.

**FT LONDON INTERBANK FIXING (11.00 a.m. JULY 3)**

3 months U.S. dollars	5 months U.S. dollars
bid 18 1/8 offer 18 1/8	bid 17 7/8 offer 18

The fixing rates are the arithmetic means, rounded to the nearest sixteenth, of the bid and offered rates for 50m quoted by the market to five reference banks at 11 a.m. each working day. The banks are National Westminster Bank, Bank of Tokyo, Deutsche Bank, Banque Paribas and Morgan Guaranty Trust.

**LONDON MONEY RATES**

July 3 1981	Starting Certificate of deposit	Interbank	Local Authority deposits	Local Authority negotiable bonds	Finance House deposits	Company Deposits	Discount Treasury Deposits	Bank Bills	Prime Bank Bills	Prime Treasury Bills
Overnight	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4
1 day notice	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4
7 days notice	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4	8 1/2-8 3/4
One month	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4	10 1/2-10 3/4
Three months	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4	12 1/2-12 3/4
Six months	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4	13 1/2-13 3/4
One year	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4	14 1/2-14 3/4
Two years	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4	15 1/2-15 3/4

Local authorities and finance houses seven days' notice, others seven days' fixed. Long-term local authority mortgage rates nominal three-years 13% per cent; four-years 14% per cent; five-years 14% per cent. Bank bills in table are buying rates for prime paper. Buying rates for four-month bank bills 12 1/2-12 3/4 per cent; four-month trade bills 12 1/2 per cent. Approximate selling rate for one-month Treasury bill 11 1/2 per cent; two-months 11 1/2 per cent; three-months 12 1/2 per cent; one-month bank bill 12 per cent; two-months 12 1/2 per cent; three-months 12 1/2 per cent; one-month bank bill 12 per cent; two-months 12 1/2 per cent; three-months 12 1/2 per cent. Finance House Base Rates (published by the Finance Houses Association) 13 per cent from July 1 1981. Clearing Bank Deposit Rates for sums at seven days' notice 9 per cent. Clearing Bank Rates for lending 12 per cent. Treasury Bills: Average tender rate of discount 11.9539 per cent.

For the convenience of readers the dates when some of the more important company dividend statements may be expected in the next few weeks are given in the following table. The dates shown are those of last year's announcements, except where the forthcoming board meetings (indicated thus) have been officially published. It should be emphasised that the dividends to be declared will not necessarily be at the amounts or rates per cent shown in the column headed "Announcement last year."

Date	Announcement last year	Date	Announcement last year
Acrow July 29	Final 1.2	Initial Services July 21	Final 5.25
Alexanders July 21	Final 12.5	Lap Group July 21	Final 7.5
Allianz July 17	Final 3.2	Lloyds Bank July 17	Final 1.75
Assoc. Newspapers July 15	Final 4.5	Magnet July 17	Final 3
Bath and Portland July 29	Final 2.5	Mayer (Vent. L.) July 9	Final 4
Brown (L.) July 29	Final 4.46	MFI July 22	Final 1.52
Crown House July 21	Final 3	Midland Bank July 31	Final 7.5
Gen. Tel. July 19	Final 9.5	WestWest Bank July 28	Final 4.75
Davy Corp. July 24	Final 4.7	Prestige Grp. July 28	Final 2.5
Diageo July 19	Final 7.75	Rank Org. July 13	Final 4.8
Photographic July 31	Final 2.08	(Jewellers) July 10	Final 1.925
Dowry July 21	Final 2.5	Rothmans (International) July 8	Final 2.11
Produce July 6	Final 3.22	Stuck Conventions July 30	Final 2.655
Fish Leavelle July 31	Final 3.71	Thorn City July 31	Final 10.575
Green King July 9	Final 3.5	Union Props. July 4	Final 0.91
GUS July 17	Final 7.125	United Gas July 15	Final 9.0
Leisure July 22	Final 0.8	United Gas July 15	Final 9.5
Robinson July 22	Final 2.7	Ward and Goldstone July 28	Final 4.5
IC Gas July 7	Final 13.0		
Imperial Group July 8	Final 2.75		
Inchcape July 23	Final 12.5		

\* Board meeting indicated. † Rights issue since made. ‡ Tax free. § Scrip issue since made. ¶ Forecast.

## BASE LENDING RATES

American Express Bk.	12 1/2 %	Hambros Bank	12 1/2 %
Amro Bank	12 1/2 %	Heritable & Gen. Trust	12 1/2 %
Bank of America	12 1/2 %	■ Hill Samuel	12 1/2 %
Henry Ansbacher	12 1/2 %	C. Hoare & Co.	11 3/4 %
Bank of India Ltd.	12 1/2 %	Hongkong & Shanghai	12 1/2 %
■ Arthurthor Latham	12 1/2 %	Knowsley & Co. Ltd.	14 %
Associates Cap. Corp.	13 %	Langris Trust Ltd.	12 1/2 %
Banco de Bilbao	12 1/2 %	Lloyds Bank	12 1/2 %
BCCI	12 1/2 %	■ Marshall Limited	12 1/2 %
Bank of Cyprus	12 1/2 %	■ Edward Manson & Co.	12 1/2 %
Bank of N.W.	12 1/2 %	■ Midland Bank	12 1/2 %
■ Banque Belge Ltd.	12 1/2 %	■ Samuel Montagu	12 1/2 %
■ Banque du Rhone et de la Tamise S.A.	12 1/2 %	■ Morgan Grenfell	12 %
Barclays Bank	12 1/2 %	National Westminster	12 %
Beneficial Trust Ltd.	12 1/2 %	Norfolk General Trust	12 1/2 %
Brenzar Holdings Ltd.	13 1/2 %	K. S. Refson Co.	12 1/2 %
Briston & West Invests.	13 1/2 %	Ryrie & Canada (Ldn.)	12 1/2 %
■ Brown & Shiple	12 1/2 %	Slavenburg's Bank	12 1/2 %
■ B. W. & W. S.	12 1/2 %	E. S. Schwab	13 %
Canada Perm't Trust.	13 %	Standard Chartered	11 1/2 %
Cayzer Ltd.	13 %	Trade Dev. Bank	13 %
Cedar Holdings	12 1/2 %	Trustee Savings Bank	12 %
■ Charterhouse Japhet.	12 1/2 %	■ TSB Ltd.	12 1/2 %
Choulatours	12 1/2 %	■ Union Bank of Korea	12 1/2 %
C. C. C. Trustees	12 1/2 %	Whiteaway Laidlaw	12 1/2 %
Consolidated Credit	12 1/2 %	Williams & Glyn's	12 1/2 %
Co-operative Bank	12 1/2 %	Wintrust Secs. Ltd.	13 %
Corinthian Secs.	12 1/2 %	■ Yorkshire Bank	12 %
The Cyprus Popular Bk.	12 1/2 %	■ Members of the Accepting Houses	
Duncan Lawrie	12 1/2 %	7-day deposits 5%, 1-month 9 1/4%, 11 short term £4,000-12 months 11 1/2 %	
Eagel Trust	12 1/2 %	12-month deposits on sums of £10,000 and under 9%, up to £50,000 9 1/4% and over £50,000 10%.	
E. F. Trust Limited	12 1/2 %	■ Call deposit and 9 1/4%.	
■ First Nat. Fin.	12 1/2 %	■ Demand deposits 9 1/4%.	
First Nat. Secs. Ltd.	14 %	21-day deposits over £1,000 10 1/4%.	
Robert Fraser	12 1/2 %		
Antony Gibbs	12 1/2 %		
Grayhound Guaranty	12 1/2 %		



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## OIL AND GAS—Continued

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# FINANCIAL TIMES

Monday July 6 1981

**R T** Property Investment,  
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Soviet Union seems cool over Afghanistan talks

## Carrington begins Soviet visit

BY OUR FOREIGN STAFF

LORD CARRINGTON, the Foreign Secretary, arrived in Moscow last night for talks with Mr Gromyko, his Soviet counterpart, on the Soviet-backed initiative to seek Russian withdrawal from Afghanistan.

Signals from Moscow, however, do not augur well for an early response to his proposals for a two-stage international conference to resolve the issue.

Tass, the official Soviet news agency, denounced the "so-called initiative" over the weekend and said the only true path for a settlement is negotiations with Afghanistan's neighbours, Iran and Pakistan. Both, however, have refused to recognise the Kabul regime.

The main sticking-point appears to be that the European proposal excludes participation by the Soviet-backed Government in Kabul in the first stage of a conference.

Lord Carrington's plans provide for a first-stage meeting of the five permanent members

of the UN Security Council (Britain, France, the Soviet Union, China and the U.S.) with representatives of Pakistan, India and Iran. This would seek to win agreement on "safeguards" against external intervention and on troop withdrawal.

Representatives from Afghanistan would be invited to the second-stage meeting with the objectives of implementing agreements reached at the first conference, and would formulate plans to ensure the creation of an independent and non-aligned Afghanistan.

The EEC communiqué on the proposals was carefully worded to avoid an early argument over who the representatives should be.

Meanwhile, Lord Carrington's "private and informal" meeting in London yesterday with Mr Claude Cheysson and Herr Hans-Dietrich Genscher, his French and West German counterparts, angered the

Italians who feel they have been snubbed. The Italian Foreign Ministry said on Friday that the meeting was "as damaging as it is useless."

The statement added: "Italy has responsibilities in the European Community and international affairs that certainly are not inferior to those of the other three western democracies."

While British Foreign Office officials would not be drawn last night on the substance of the London talks, it is believed Mr Cheysson was invited partly because Britain wanted to be sure that the position of the British and French Governments was fully understood.

Herr Genscher was invited to brief Lord Carrington on the meeting in Moscow last week between Herr Willy Brandt, the former West German Chancellor, and President Brezhnev.

David Dodwell writes: A senior Foreign Office official

said yesterday there was a degree of false optimism in some quarters over the prospects of progress in Moscow.

Speculation that there was a "new flexibility" in Moscow, fuelled by reports based on the talks last week between Herr Brandt and Mr Brezhnev, raised hopes that the Kremlin might be sympathetic to the initiative and might even be considering seriously the possibility of troop withdrawal.

Cooler assessment makes it clear that there is no shift in the Soviet position, notwithstanding the fact that they have decided not to snub the plan out of hand.

K. K. Sharma writes from New Delhi: Mr P. V. Narasimha Rao, the Indian Foreign Minister, is visiting Moscow this month to pressure the Russians into reaching an early political settlement on Afghanistan and to assure them that Indo-Soviet ties remain undisturbed by a recent agreement with China.

## McGahey poised to win TUC council post

By Christian Tyler, Labour Editor

MR MICHAEL MCGAHEY, vice-president of the National Union of Mineworkers and a former chairman of the Communist Party of Great Britain, is poised to win a place on the general council of the TUC alongside Mr Arthur Scargill the Yorkshire NUM president, following a voting switch by one of the union's moderate areas.

Mr McGahey is expected to clinch the job this week when the NUM's delegates conference will also try to put the miners at the head of a campaign against Government policies on wages and public sector investment.

The union's Left-wing will try today further to underline its advance by urging delegates to commit the NUM's 240,000 votes to Mr Tony Benn in the October election for the deputy leadership of the Labour Party.

The key to these moves is Mr Scargill, who is now clear favourite to succeed the moderate Mr Joe Gormley as president of the union before the next delegate conference.

Mr Scargill has already taken his place as one of the NUM's two TUC general councillors along with Mr Gormley who steps down this September. The vacancy was due to be filled by another moderate, Mr Ray Chadburn of the Nottinghamshire area, but now Mr Chadburn may never reach Congress House.

The union chooses its TUC nominees a year in advance. At the last conference Mr McGahey and Mr Chadburn clashed for one of the nominations and the issue was decided in Mr Chadburn's favour by the casting vote of Mr Gormley.

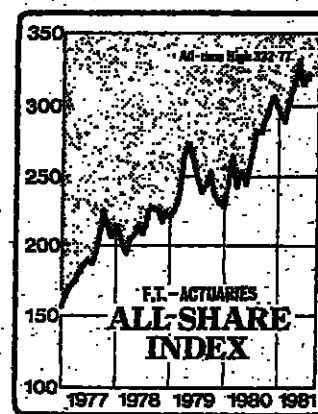
But since then, the Midlands area of the union has changed its mind and will be voting for Mr McGahey this week. In theory, Mr McGahey would not go on to the general council until September 1982. But the Left will argue that Mr Chadburn will be a "lame duck" representative and that Mr McGahey's nomination should be brought forward a year. One other possibility is that Mr Lawrence Daley, NUM national secretary who was defeated in the Chadburn-McGahey contest last year might stay on the TUC for another year.

Mr McGahey would become the third Communist on the general council.

The main controversy when the NUM conference opens in Jersey today will be over the Labour Party's leadership. Mr Scargill will challenge the weekend decision by the conference standing orders committee (known as the business committee) not to accept the area's emergency resolution backing Mr Benn for the deputy post. Pay policy breach likely Page 6

THE LEX COLUMN

## New tests for the equity market



bottom levels seen over the past year or so. Not only will UK margins begin to be restored, but overseas earnings will look much healthier when translated at \$1.90, or less, to the £ instead of \$2.40.

Six months ago this column looked ahead to the prospects for the UK equity market in 1981 and came to the conclusion that there need be no great anxiety about the course of the indices—indeed, there was a good chance of a decent second leg for the bull market—but that there would not be any great market boom.

This latter comment was looking distinctly exposed as the market ran into something of a buying panic in April, leading to a high point at which the FT-30-Share Index was showing a rise of 26 per cent since the beginning of the year. However, the All-Share Index was balancing the gains on industrials against the marked weakness of oils and the All-Share high on May 1 showed a rise of only 14 per cent.

Subsequently, the market's enthusiasm boiled over, in the absence of any hard economic facts to sustain the bullishness about the depressed industrial sectors, and in the face of a stream of rights issues culminating in the \$624m blockbuster from BP. Even so, the market as a whole has held up much better than has been suggested by the narrow 30-Share Index. The All-Share, aided by recent strength in the financials, is only about 3 per cent below its high.

In one respect, the overall strength of equities has been a little surprising in view of the disappointment of New Year hopes about interest rates. Minimum Lending Rate has come down, but only in a very politically inspired way, and long rates have actually risen by a point or so during the half-year. The yield gap between gilt-edged and equities has widened to record levels.

In terms of the trend in the underlying economy, investors can be little the wiser now than at the start of the year. The economy has probably hit a bottom, but the latest news from the factories and the shops is that no recovery has yet been seen, and it is still not possible to pinpoint the moment at which the destocking phase will end.

Sterling has sagged back from the improbable levels of last winter, which is good for exporters' profitability, but since the immediate aftermath of the recovery from the 1974 collapse, world-wide investors seem to be coming round to a more favourable view of equities against bonds.

The 5.6 per cent yield currently provided by the All-Share Index has in the long run

proved a sound basis for investment. But it may now be time to think about a policy of short-term caution. The past 18 months have seen slack monetary conditions in the UK, with bank loan demand weak, the money supply overshooting, albeit for "temporary" reasons of the civil servants' dispute, pressure on sterling continuing, and if industrial destocking ends, the monetary climate could change noticeably. May any weakness in equities, just be a matter of a dip before the trend line rather than a major bear phase. But any peaks later this year are likely to offer opportunities for take profits.

### Tax credits

It is well known that the UK is a corporate tax-haven, less generally appreciated is that it is for companies take full advantage of the concessions lavished on them. It is difficult to measure by EEC-style tests of unused tax allowances—tax allowances of £300m are already sloshing about in balance sheet and another £50m will probably be pumped in this year.

Unrelieved advance corporation tax (ACT) is a paralysing phenomenon. It has been a point for years with companies which make most of their profits abroad but pay their dividends in the UK. More recent—as profits slip—even companies which operate entirely within the UK are falling victim to unrelieved ACT; over-dividend commitments tend to be more ACT than can be off against their diminished mainstream liability.

An ingenious scheme which might ease some of these predicaments has now been proposed by Professor Mervyn King of Birmingham University speaking at a conference organised by the Institute for Fiscal Studies.

The idea is to set up a market in tax credits on which companies which have allowances but no tax liability may sell their allowances to logical buyers—companies with more tax liability than allowances. The initial fall in revenue could be easily corrected. The Government would just have to decide on an effective tax rate for the pool of corporate profits, leaving the complex distribution of liability between companies.

## Moscow to resume vital arms sales to Iraq

By Patrick Cockburn

THE SOVIET UNION is to resume its supply of arms to Iraq for the first time since the start of the war with Iran. The decision is a direct result of the Israeli air raid on the nuclear reactor in Baghdad.

The agreement is extremely important for Iraq because its armed forces are largely equipped with Soviet weapons. During the nine-month war with Iran, Baghdad has had to look to Eastern Europe, notably Poland, for Soviet-type equipment and ammunition.

The breakthrough has come following a visit to Moscow last month by Mr Taha Yassin Ramadan, who is deputy Prime Minister and believed to be the most powerful man in Iraq after President Saddam Hussein.

He is understood to have told the Russians that Iraq could no longer accept the suspension of Soviet arms deliveries in the wake of the Israeli raid. In the past the Soviet Union had justified the arms ban by saying that it did not want to get involved in the Iran-Iraq dispute.

Since the start of the war, Iraq has been seeking to buy arms both for immediate delivery and on long-term contract. Poland has sent tanks and ammunition by way of Saudi Arabia.

The Iraqis have also made strong approaches to Britain. British Aerospace confirmed yesterday that an Iraqi team was visiting Britain to evaluate the Hawk jet trainer but the company emphasised that the Iraqis were also considering other trainers. The Franco-German AlphaJet is likely to be another contender.

If the British Aerospace deal goes ahead, the Iraqis would build the Hawks under licence.

The Iraqis have also shown great interest in the Rapier anti-aircraft missile system manufactured by British Aerospace. The Soviet SAM-7s currently in use in Iraq have had little success in shooting down Iranian aircraft.

Britain is interested in selling arms to Iraq but has stressed that this will not happen until the war with Iran ends.

● A Kuwaiti military team is in Moscow to purchase weapons.

## Hopes still high for Ulster hunger strike settlement

BY STEWART DALBY IN DUBLIN

HOPES REMAINED high last night that some progress was being made towards a resolution of the hunger strike crisis at the Maze prison near Belfast, Northern Ireland following a second visit to the eight hunger strikers by the Irish Commission for Justice and Peace.

Neither the British Government, in the form of Mr Michael Allison, Minister of State with responsibility for prisons, who remained in the province over the weekend, nor the commission was prepared to say last night whether a breakthrough was any nearer. It was not clear whether members of the commission would be holding a further meeting with Mr Allison.

Despite the official silence there is optimism among observers on three grounds.

First: The meeting yesterday lasted a long time which suggests the hunger strikers are not rejecting the commission's overtures out of hand. The members of the commission which was established by the Roman Catholic Church, but also include lay members, entered the Maze at 10.30 am and did not leave until 4.30 pm.

Second: The follow-up visit

came after publication of one of the most conciliatory statements the H-block protesters have made.

Mrs Thatcher has refused to grant the demands, saying that to do so would be tantamount to conceding political status to convicted terrorists.

The conciliatory statement from the H-block prisoners followed a detailed statement from Mr Humphrey Atkins, the Secretary of State for Northern Ireland. He said that there would not be any concession on the principle of political status, but hinted there could be movement in the context of general prison reform.

### Dispute

The hunger strikers' statement said the Government had been "misinformed" about the nature of the dispute.

On the question of work and free association, they appeared to be making some movement. They accept "supervision" need not be restricted. They imply there will be no interference with prison officers who maintain their supervisory role.

They now appear to accept that association of prisoners would be within only 25 wings

of the H-blocks although they would want visits allowed from one wing to another.

The statement also said that "compatible arrangements" over their refusal to do prison work could be "available without a loss of principle."

Third: members of the commission are understood to have spoken to Mr Brendan McFarland, 28, who is so-called officer commanding all the Provisional IRA protesters in the Maze. This includes not only most of the hunger strikers but also the majority of the 420 so-called dirty protesters.

The Provisional Sinn Féin, the political wing of the Provisional IRA, has said that it would be essential for anybody attempting to end the dispute to talk to Mr McFarland.

The new Irish Fine Gael Government of Dr Garret FitzGerald is known to be extremely concerned about the hunger strike. Government spokesmen had no comments to make yesterday. But it was revealed that Dr FitzGerald had been in touch with the British Government at the highest level following his meetings with the families of hunger strikers. Dr FitzGerald cancelled a trip to Cork to stay in touch with the situation.

## Whitelaw may set up riot probe

BY LISA WOOD

MR WILLIAM WHITELAW, the Home Secretary, will study reports today on the two violent incidents involving black and white youths at Southall, London and Toxteth, Liverpool, this weekend and decide whether to set up another public inquiry.

Calls for an inquiry on the lines of that being conducted by Lord Scarman into the Brixton riots have already been made by the Pakistan Welfare Association in Southall.

The Home Office said that it was too early to speculate whether a public inquiry would be set up.

The Government may take the view that a second inquiry would be unnecessary in view of studies already under way. The conclusions of the Scarman Inquiry may have wider implications and a government study

is being made into allegations concerning racial attacks.

The two incidents yesterday brought a call from Mr David Lane, chairman of the Commission for Racial Equality, for the Public Order Act to be strengthened.

Mr Lane, a former Conservative MP, said race relations legislation was not effective at the moment. Speaking on BBC Radio, he said: "The Public Order Act needs to be strengthened to give greater powers to control or ban provocative processions and marches. It must also be strengthened to prevent incitement by slogans, leaflets and inflammatory speeches."

He said that extremist groups were responsible to some extent for recruiting disaffected young whites and then "infecting them with their sort of racist

views and propaganda."

But he added: "I do not believe banning the organisations is the answer. The answer is strengthening the law which forbids incitement to racial hatred and strengthening the law to give more control over inflammatory processions."

It is likely that Mr Whitelaw will come under pressure today at the Conservative backbench home affairs committee for tighter immigration laws. There is also anxiety about the police, who have said they need more money for equipment and protective clothing.

Mr Teddy Taylor, Conservative MP for Southend East, has called for the use of water cannons to deal with rioters. He said this weekend there was a need for a full Home Office review of the way in which the police dealt with riots.

## Weather

### UK TODAY

Cloudy with rain at times.

London, S.E. England, E. Anglia

Bright intervals, rain later. Max. 20C.

S. E. N. and N.E. England, Midlands

Bright at first, becoming cloudy with some rain. Max. 18C.

S.W. England, S. Wales

Cloudy, rain at times. Max. 17C.

N. Wales, N.W. England,

Lake District, Isle of Man

Scotland, Orkney, Shetland, N. Ireland

Rain at first, becoming brighter with showers. Max. 16C.

Outlook: Becoming warm and dry.

### WORLDWIDE

	V-day	midday		V-day	midday		
Algeria	S	24	75	Jersey	17	63	
Amman	S	26	81	L. Pims.	24	76	
Athens	S	31	88	Lyons	23	73	
Bahia	S	23	73	McCarrn	S	23	73
Bombay	S	30	86	London	S	19	68
Buenos Aires	S	17	63	Lueemb.	S	20	68
Calcutta	S	22	72	Madrid	S	28	82
Cairo	S	21	70	Moscow	S	20	68
Cardiff	S	18	61	Naples	S	28	77
Cebu	S	23	73	Malaga	S	26	77
Colon	S	23	73	Malta	S	28	82
Dublin	S	18	61	Milan	S	28	82
Edinburgh	S	18	61	Monaco	S	24	74
Geneva	S	21	70	Norwich	S	28	72
Hankow	S	23	73	Paris	S	25	77
Hong Kong	S	23	73	Naples	S	28	72
Imbabura	S	23	73	Norwesi.	S	28	72
Isle of Man	S	23	73	Perth	S	28	72
London	S	24	75	Portsmouth	S	17	63
Lyons	S	23	73	Riccati	S	20	68
Madrid	S	19	68	Osporto	S	21	70
Moscow	S	20	68	Sheff	S	24	74
Naples	S	28	77	Singapore	S	21	70
Norwich	S	28	72	Tokyo	S	21	70
Paris	S	25	77	Winnipeg	S	28	82
Perth	S	28	72	Zurich	S	28	82
Portsmouth	S	17	63				
Sheff	S	24	74				
Singapore	S	21	70				
Tokyo	S	21	70				
Winnipeg	S	28	82				
Zurich	S	28	82				

— Cloudy, F— Fair, FG— Fog, H— Hail,  
S— Sunny, Si— Stormy,  
T— Thunder, Tz— Tornado.

— Rain, M— Mist, S— Storm, H— Hail,  
T— Thunder, Tz— Tornado.

C-Cloudy; F-Fair; FG-Fog; H-Hail; R-Rain; S-Sunny; ST-Storm; SN-Snow; T-Thunder; \*Moon GMT temperatures.

Continued from Page 1

## Mexico

market, but decided to raise them again after the intervention of President Jose Lopez Portillo.

The French Government was informed last week of the Mexicans' "unhappiness" at CFP's decision. But it was clearly taken by surprise at the strength of the Mexican Government's riposte.

Officials had originally thought that the matter had been settled last week between the Mexican Ambassador and Mr Edmund Heve, the Energy Minister, who said that France had reaffirmed its aim of developing close relations with the Mexicans on energy matters. And last Thursday, the Mexican Industry Ministry said that the country, the world's fourth-largest oil producer, and France would continue to "collaborate widely" despite the suspension. The decision by CFP, in which the Government has a 34 per cent stake, came hard on the heels of cut-backs by other clients of Mexico. But so far, no retaliatory action has been taken against them.

## Toxteth shattered

Continued from Page 1

petrol bombs, but by the time they were throwing them we were already here."

Mr John Arboine, a leader of the local black community, said: "It was not a race riot. There were blacks and whites together and no elements from outside. Anyone who says there were is speaking a load of rubbish."

"The situation here is bad. People have put up with it for many years. Now things are breaking down. Nearly all of the youngsters round here are unemployed."

"It's not a question of blacks versus the police. It's a question of the community, the people, versus authority."

The police symbolise authority, and have the blunt end of the stick for something that is not their problem. Mr Ken Oxford, Chief Constable of Merseyside Police, said yesterday: "We are the symbols of authority and discipline, which are anathema to some of these people, and we are going to be attacked."

It is not a racial issue. Different ethnic groups have been part of the indigenous community here for at least 100

years, and we have good relationships in the area with the community leaders."

He laid the blame for the riot on "a crowd of black hooligans making life unbearable and indulging in criminal activity." They had been joined by "white people of criminal propensity who latch on to such events."

Police policy, he said, had been directed at containment of the trouble.

On the street, however, people did not share Mr Oxford's view. Black and white teenagers who had taken part in the riot said that they believed it was inevitable.

Social discontent was simmering anyway, and they claim a provocative and visible build-up of police in the area throughout Saturday.

Mr Arboine thinks that plain-clothes officers should have moved in on Saturday night to investigate Friday night's incident, and that numbers of uniformed police in the area should have been kept to the barest minimum.

Small things, he feels, can tip the balance between order and disorder in an area of general

social discontent where "most of the property makes the city look like garbage."

Mr Oxford stresses that his first duty is to maintain law and order.

"We did not over-police that area," he said. The reports he had been receiving were that there would be "a bloodbath in Liverpool on Saturday night."

The "bloodbath" did in fact put 11 policemen in hospital with fractures and head injuries, and leave 59 nursing lacerations, bruises or broken teeth. As he finished his Press conference yesterday Mr Oxford hurried off to the hospital to visit his injured men.

● After visiting the hospital Mr Oxford repeated that he blamed "thugs and hooligans" for the violence.

"I think society and the community at large have been very complacent, and we have allowed discipline to be eroded. I have a responsibility for law and order and I will see that the law is enforced, hopefully in a civilised manner."

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